

A Gender Perspective on Corporate Entrepreneurship

# Closing the gender gap(s) in Corporate Innovation: Understanding Intrapreneurship as Position-taking

**Keywords:** corporate entrepreneurship, intrapreneurship, innovation, gender, Bourdieu, organizations-as-fields, habitus, dispositions, capital, position-taking, single case study

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## Abstract

Increasing women's representation in innovation, as the foremost source of economic growth and technological development, has been on the agenda amongst policy-makers and corporations for years. Despite this, research on corporate entrepreneurship, as an increasingly applied strategy for innovation and business renewal, and the interrelated intrapreneurship concept, are signified by gender blindness.

The research field of corporate entrepreneurship has evolved towards understanding intrapreneurship as an individual-level concept, though dependent on the contextual, corporate conditions as antecedents for intrapreneurial behavior and progression. Here, organizational theorists have long acknowledged the importance of gender as part of organizational life to explain the numerical subordination of women through opportunity structures, behaviors, choices and perceptions. This leads one to wonder whether such analysis could enhance our understanding of why and how women engage in intrapreneurship. As such, this thesis takes a gender perspective on corporate entrepreneurship, in order to unveil what structural, normative and institutional frames that exist in the organization, and may deprive or enhance intrapreneurial activity amongst female employees.

To answer the research purpose, an exploratory, single case study was conducted at a global, ICT company, an industry which is signified by high numerical male-dominance. The company had recently launched a corporate incubator as a facilitator for intrapreneurial employees. Although efforts had been made to increase the representation of women, they were still largely underrepresented amongst the intrapreneurs. Here, qualitative interviews were conducted with both female intrapreneurs and management in order to address the research question.

By applying Bourdieu's theory of practice as an analytical framework, intrapreneurship was conceptualized as a form of position-taking. Based on the Bourdieusian concepts of field, habitus and capitals, the empirical findings indicated a number of reinforcing- and disruptive structures found on the macro-, meso- and micro level, which explained why, how and in what scope women engaged in intrapreneurship. The introduction of the corporate incubator, thus intrapreneurship, indicated both field-transformative potential and the reinforcement of current, organizational social structures. As such, the study proved the relevance of gender sensitive research- and application of CE, whilst expanding the application of Bourdieu's concepts in management- and organization studies.

## Abbreviations

<b>CE</b>	Corporate Entrepreneurship
<b>CI</b>	Corporate Incubator
<b>MOS</b>	Management and Organizational Studies
<b>ICT</b>	Information- and Communication Technology

## Definitions<sup>1</sup>

<b>Gender equality</b>	Equal rights, responsibilities and opportunities of women and men and girls and boys.
<b>Gender Stereotyping</b>	Practice of ascribing to an individual woman or man specific attributes, characteristics or roles on the sole basis of her or his membership of the social group of women or men.
<b>Gender parity</b>	Gender parity concerns relative equality in terms of numbers and proportions of women and men, girls and boys, and is often calculated as the ratio of female-to-male values for a given indicator.
<b>Equality dimension</b>	Aspect of any issue which relates to equality, such as sex, gender, age, race, ethnicity, disability, sexual orientation or gender identity.

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<sup>1</sup> As defined by European Institute for Gender Equality's (EIGE) Gender Equality Glossary & Thesaurus.  
Available at: <https://eige.europa.eu/thesaurus/overview> [Accessed: 2022-05-11]

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# 1. Introduction and Theoretical Background

Increasing women's representation in innovation, technology and entrepreneurship has been on the agenda amongst worldwide policy-makers, IGO's and NGO's for decades. Several measures have been taken to promote gender equality within these fields. In Sweden, governmental policies to enhance women's inclusion in innovation activities have been ongoing for years. The Swedish Governmental Agency for Innovation Systems, VINNOVA, has recently, for instance, supported research on gender and innovation with an aim of enhancing women's participation in innovation processes (Alsos et al., 2013). Nonetheless, labor markets are significantly segregated, both vertically and horizontally, where women are largely underrepresented in engineering and technology (Danilda & Granat Thorslund, 2011) and entrepreneurship (GEM, 2022), all sectors which are considered important facilitators for innovation. Innovation, in turn, is increasingly highlighted as the foremost driver of economic growth (Fagerberg et al., 2005) and technological development (Malerba, 2002), making the failure to include women a societal matter.

For businesses, designing and adopting new measures to include more women in innovation processes and technology is of significant interest (Danilda & Granat Thorslund, 2011). The business case for gender diversity, considered a lever for organizational performance, has long been argued (Herring, 2009) and highlighted as crucial to form adaptive and innovative organizations (Danilda & Granat Thorslund, 2011). Simultaneously, established firms struggle to implement effective strategies to spark innovative activities amongst their employees in general (Kuratko et al., 2014). Thus, in essence, whilst firms are implementing measures to enhance innovative capabilities amongst their employees, they also operate with a mission to achieve equal opportunity, and representation, across gender.

## 1.2 Corporate Innovation through Entrepreneurship

In contemporary organizations, external turbulence requires opportunities to be created and seized rapidly, where entrepreneurial capabilities are considered a key source of sustainable competitive advantage. As a response, established organizations have implemented strategies to enhance entrepreneurial behavior amongst employees (Kuratko et al., 2011). For incumbent firms, the concept of corporate entrepreneurship (CE), as a strategy for renewal and competitiveness through innovative initiatives, has emerged and evolved (Corbett et al., 2013). With time, CE has achieved major momentum in organizations across all industries (Ireland et al., 2009) as well as received enhanced scholarly attention (Glinyanova et al., 2021).

As a concept, CE is multifaceted (Ireland et al., 2009). Several attempts have been made to define the concept and construct of CE (Ireland et al., 2009; Kuratko & Audretsch, 2013) as well as the interrelated intrapreneurship concept (e.g.; Pinchot, 1985; Antoncic et al., 2003; Antoncic & Hisrich, 2001; Blanka, 2019). Its definition has furthermore varied over time (Kuratko, 2010). Nevertheless, the effectiveness of CE has long been argued, both in practice and in academia (Zahra & Covin, 1995; Covin & Slevin, 2002). Here, intrapreneurship, including intrapreneurial employees and projects, are considered the crucial drivers for organizations to innovate (Weitzel & Rigtering, 2013). Therefore, there is a growing interest in CE literature to understand individual activities and behavior as part of the process more in-depth (Belousova & Gailly, 2013). As such, scholars have acknowledged the separation between CE as a firm-level strategy by taking an individual-level perspective to intrapreneurship (Blanka, 2019). Calls have been made for future research within the field to include individuals as present, for they are the prominent drivers of the strategic outcomes, whilst understanding the CE context, in the form of internal processes and mechanisms, that enables them (Corbett et al., 2013). Here, understanding the specific organizational antecedents of entrepreneurial employees are considered critical (for instance, see Kuratko et al., 2015; Zahra & Covin, 1995; Zahra, 1991).

### 1.3 Intrapreneurship as Contextually Bounded

Generally, intrapreneurial behavior entails taking direct responsibility of turning an idea into a venture inside an organization through means of creativity, initiative- and risk-taking (Pinchot, 1985). Personal initiative and persistence are considered requirements amongst intrapreneurs in order to overcome organizational roadblocks. As they are operating in an existent organizational hierarchy, intrapreneurs typically challenge the organizational status quo and go beyond their assigned job role (Weitzel & Rigtering, 2013; Fernandez-Alles et al., 2012). Simultaneously, a multitude of internal organizational factors are influential of sparking and seizing intrapreneurial behavior, such as corporate- culture and strategy, structural- and hierarchical factors, resource accessibility, managerial support and time availability (Weitzel & Rigtering, 2013; Zahra, 1991; Kuratko et al., 1990).

To accomplish intrapreneurship, innovation and idea implementation are considered critical components, as the effect of intrapreneurship on the organizational level, ultimately leading to profitability, can only be achieved once intrapreneurial projects go beyond ideas to innovative solutions for business renewal or creation (Pinchot, 1986). Here, organizational



factors as a context are determinants for which ideas are evaluated, accepted, and rejected (Zahra, 1986). As such, intrapreneurial behavior may occur, but is not necessarily translated into idea implementation, depending on the work conditions.

#### 1.4A Gender Perspective on Organizations

Evidently, intrapreneurship is increasingly framed as an individual-level concept, yet, accomplishing intrapreneurship is contingent upon the organizational conditions in a multitude of ways. In organizational theory, gender has long been recognized to play a role in organizational life (Acker, 1990; Kanter, 1977) by explaining the underrepresentation of women vertically and horizontally, thus, what opportunities are made available to women and seized. Drawing from such theories, and assuming an interest of involving women in intrapreneurship, there are normative- and structural factors that shall be considered when implementing initiatives aimed at encouraging entrepreneurial behavior and innovation amongst employees.

For instance, who engages in innovation is governed by the formal structures of the organization. In many instances, gender is organized prior to organizational entrance due to individuals choosing gender-stereotypical education paths and careers. However, organizations have the ability to both reinforce and disrupt such occupational segregation (Alvesson & Billing, 2009). Intrapreneurship, having recently been positioned as a “pathway up for women” (Pinchot, 2021) and a vehicle to increase underrepresented groups amongst senior executive positions (McConnell, 2020), further necessitates a thorough investigation of why, how and to what extent women engage in intrapreneurship, whilst acknowledging the concept’s disruptive potential.

Here, explanations pertaining to why organizational roles become segregated in the workplace, vertically and horizontally, can enhance our understanding of the contextual factors which lead to an opportunity being perceived as possible and taken, including intrapreneurship. The structural approach, as put forth by Kanter (1977), emphasizes the individual’s centrality of position as the determinant for differences between men and women in regard to work engagement and career advancement. Kanter’s theory, tokenism, posits that any minority social category placed in a majority social category, will experience difficulties in career possibilities and social pressure to conform to the majority group. Thus, the masculinization of women’s behavior in the organization is not tied to their gender per se, nor is their ability to “better” their position and pursue action. Rather, it is due to the composition of social categories and them being the minority. According to this theory, organizational conditions of male-dominance thus

restrict women's action and opportunity of influence. This poses the question whether such mechanisms, as part of the corporate conditions, also restrict female employees' intrapreneurial capabilities.

For decades, feminist scholars have further argued that organizations are not gender-neutral, but rather, inherently gendered through its social structures and processes (Acker, 1990; 1992). The visible, structural division of gender in organizations as put forth by Kanter (1977), including work, physical spaces and the, perhaps more invisible, power relations, is rather one of several processes which contribute to the gendering of organizations. This process, in turn, leads to the patterned distinction between men and women, the masculine and the feminine, in terms of "advantage and disadvantage, exploitation and control, action and emotion, meaning and identity" (Acker, 1990, p. 146). Other processes include symbols, images and discourses, and interactions between the organizations' members (Acker, 1990), where the process of "doing gender" becomes visible (West & Zimmerman, 1987). In this manner, organizational structures and practices, in terms of what is collectively behaved in the organization, actively produce and reproduce employees' roles and identities. Organizations are thus considered to be inscribed with gendered meanings (Ely & Padavic, 2007), which shapes employees' perceptions, decision-making and behavior. According to this logic, sectors have been highlighted in relation to gender identities. Here, innovation, engineering and technology as associated with masculinity have previously been documented (Wajcman, 2010; Marlow & McAdams, 2012; Nählinder et al., 2015; Cockburn, 1985). As innovation in itself stems from the traditionally male-dominant manufacturing industry (Nählinder et al., 2015), innovation as a gendered construct is thus partly connected to how innovation is defined (Alsos et al., 2013). In Sweden, policy documents have been recorded to ascribe masculine connotations to the definition of innovation in terms of associated industries (Berglund & Granat Thorslund, 2012) and to technologies that relate to hegemonic masculinities (Lindberg, 2012). Innovation and who is an innovator are further stereotyped as men and masculinities as the norm (Andersson et al., 2012). Such gendering of innovation and associated sectors leads one to question whether women's activity is limited or enhanced in the space of intrapreneurship, and if so, how and under what corporate conditions.

Organizational culture, previously emphasized as an important antecedent of intrapreneurship, can explain how gender is segregated through its collective meanings, ideas, values and beliefs (Alvesson & Billing, 2009). Here, collective meanings of organizational structure (Kanter, 1977) and job roles, which oftentimes transcend beyond the socialization process of the specific organization or department, influence the cultural patterns of

organizations and affect gender divisions (Alvesson & Billing, 2009) Furthermore, organizational culture, understood as the collectively shared attitudes, values and assumptions that influence behaviors, physical manifestation and practice (Schein, 1991), contributes to the formation of gender identities through socializing processes and influences action. Predominantly, the prevailing values and beliefs of organizational culture are associated with maleness, which guide the socialization process of the organization. More seldom, femaleness is the dominant logic (Alvesson & Billing, 2009).

Altogether, organizations are inherently infused with gendered meanings, perhaps especially those associated with the production of innovation due to their numerical male-dominance. In this section, several mechanisms which deprive women from action in the corporate environment have been highlighted. Yet, these have not been empirically acknowledged in CE literature. With this in mind, gender becomes a relevant corporate condition to consider when studying CE and its antecedents of individual action, thus, intrapreneurship.

### 1.5 Research Gap

In terms of women and their role in corporate entrepreneurship activity, studies are scarce (Lyngsie, & Foss, 2017). Yet, there is a need for further attention towards women's innovation in corporations, especially those signified by male-dominance. In a non-structured setting, thus, addressing innovation ideas from a bottom-up perspective, Foss et al. (2013) found evidence on how female employees' ideas were not implemented as frequently as male employees'. Similarly, a tension previously discussed in organizational theory has been the possibility of women not being perceived as innovators to the same extent as men. As a consequence, organizational practices contribute to their ideas not being heard, nor implemented, due to deemed inferiority in comparison to their male colleagues (Cooper, 2012). Structural power relations of gender in organizations, in male dominant and/or traditionally masculine industries even more so, are evidently highly relevant contextual factors when considering innovation efforts in organizations. They are also likely to affect employees' innovative potential (Foss et al., 2013). In this space, calls have been made for understanding women's innovation activity, which further needs to be analyzed in terms of the contextual normative frames and structural factors (Alsos et al., 2013). By taking a gender perspective to the organizational conditions in which intrapreneurs operate, one can further understand how, and if, the implemented organizational practices that are enforced to facilitate intrapreneurship

and innovation, may reinforce current social structures, or contribute to gender parity in these processes.

There is ample evidence pointing towards the failure of organizations, and society at large, to include women in innovation processes. From a gender perspective, traditionally male-dominant industries face additional challenges in attracting and retaining their female employees. Simultaneously, these are the industries where engaging the female workforce is the most urgent due to professional shortages (Danilda & Granat Thorslund, 2011). Despite this, firms are implementing CE initiatives without scientific, empirical research acknowledging the social context of female intrapreneurs, aimed at guiding how these initiatives can be organized in a gender-inclusive way. Whilst the entrepreneurship- and gender literature has evolved from using gender as a variable, thus, pointing at differences and similarities between men and women, towards applying a gender lens on how it is embedded in processes, meanings and experiences (Ahl, 2006; Ahl & Nelson, 2010), the same cannot be said for the field of CE as a strategy, nor intrapreneurship as an individual-level concept. Having reviewed the existing CE literature in general, and intrapreneurship in specific, CE research is signified by gender blindness, which this research aims to address.

## 1.6 Research Purpose & Question

The purpose of this study is to contribute to corporate entrepreneurship literature by exploring the corporate conditions which may enhance or constrain female intrapreneurs' innovation activity in a male-dominant organization. The aim is to understand the experiences of female intrapreneurs as a minority in their context, whether and how corporate conditions, including normative-, structural- and institutional frames, are gendered, and may constrain them from action. As such, how these factors affect their choices, attitudes and behavior in regard to intrapreneurial engagement.

This purpose is translated to one broadly stated research question;

*RQ: How does an organization's attempt to facilitate innovation through a corporate entrepreneurship strategy produce or reinforce prevailing social structures, thus, mitigate or contribute to female employees' engagement in intrapreneurship?*

## 1.7 Contributions

The insights gained are aimed at supporting our understanding how CE as an innovation strategy is structured, communicated and facilitated from a gender perspective, and in turn, how it influences women participating in the innovation process in practice. The findings are intended to support in how the CE firm, typically operating in a technology, male-dominant environment, can organize innovation processes in a more gender inclusive way, thus, in closing the gender gap in innovation. In this aspect, this research is intended for a practical purpose with high empirical relevance.

From a research point of view, the study contributes to our knowledge in a variety of ways. Foremost, it takes a unique perspective by applying a social constructionist approach towards an organizational phenomenon which has previously primarily been studied using a positivistic research approach. By doing so, it broadens our understanding of CE and intrapreneurship, and provides contrasting views on their outcome which is necessitated by the concepts' temporal dimension (Kuratko, 2010).

## 1.8 Delimitations

A few delimitations are important to highlight in the context of the focal study. Firstly, the gender perspective on CE, which was taken in this study, also implies a diverting focus away from other areas in regard to power imbalances, including structural identities pertaining to other equality dimensions such as age or ethnicity. Although some were discussed as intersecting factors along with the experiences of female intrapreneurs, alternative perspectives are not discussed extensively. It should be noted to the reader that this is one perspective, out of many, of which one can view the organization and its organizing principle.

The case study is furthermore restricted towards the experiences of female intrapreneurs as women who have driven, or currently are driving, innovation projects as part of a CE strategy in the organizational context, hereinafter referred to as intrapreneurs. It should be noted, however, that the definition of an intrapreneur in CE literature is dispersed and extensive, and does not solely apply to individuals who are “formally” driving innovation projects. For instance, intrapreneurship has been argued to be an individual, or a group, who instigate renewal, innovation or creates a new organization within an existing organization (Sharma & Chrisman, 1999). More broadly, it has been described as an employee who “recognizes opportunities and develops innovation within an existing hierarchy” (Camelo-Ordaz et al., 2012). As such, it can be described solely as a behavior, without the necessity of managerial

acknowledgement nor outcomes. According to this definition, intrapreneurs are highly likely to “anonymously” operate in many parts of the organization, but will thus not be included in this study.

On the contrary, another stream of research, in line with the seminal works of Pinchot (1985), emphasizes idea implementation as a crucial component of the concept of intrapreneurship. Here, the argument lies in its requirement to go beyond idea generation in order to achieve organizational renewal, business venturing, and thus, profitability, in order to make an organizational impact. However, with the ontological stance of this thesis, and with respect to the subsequent findings, this argument is hereinafter seen as a product of the traditional research approach towards CE – as a vehicle for financial performance.

## 2. Methodology

### 2.2 Scientific approach

This thesis takes the ontological position of constructionism, which entails that “social phenomena and their meaning are continually being accomplished by social actors” (Bell et al., 2016, p.22). In this approach, subjective assumptions regarding the organization prevail – the organization is socially constructed, and can be understood from the perspectives of the individuals who are a part of it (Bell et al., 2016). In the social constructivist approach, the organization is thus not an objective nor natural societal institution (Meyer & Rowan, 1977). Other categories, including culture and gender, are not pre-given, but constructed by social interactions. As such, categories are constantly revised (Bell et al., 2016). This has implications for the research design, perhaps most notably, through the treatment of gender. In contrast to research where gender and CE strategy intersects, gender is not treated as an independent variable resulting in an outcome. Instead, gender- differences and parity are consequences of social interaction, from which the social order may also be changed or reproduced.

### 2.3 Research strategy

This thesis is based on a qualitative research approach, which provides a “general orientation to the conduct of research strategy” (Bell et al., 2016, p.26). A qualitative research strategy allows for the accessibility of participants’ interpretation of their social world, which aligns with theory choices as well as epistemological- and ontological considerations. Furthermore, a qualitative strategy is suitable for an exploratory research process (Bell et al., 2016) which was the aim of understanding and theorizing the intrapreneurial engagements of women in a traditionally male-dominant field.

### 2.4 Research purpose

The research conducted as part of this study was made with an exploratory purpose. Exploration is conducted when the object of study may have previously been examined by preconceptions and control, thus, without exercising flexibility nor openness (Stebbins, 2001). As emphasized, previous research on CE and gender has been colored by a positivist ontological stance, traditionally using gender as a variable for outcome and performance. Similarly, research on formal approaches to facilitate intrapreneurial engagement has been

emphasized as narrowly focused on performance (Basu, 2021). As such, potentially novel explanations toward prevailing theoretical truths may be overlooked (Alvesson & Sandberg, 2014). This thesis, therefore, adds to CE research by analyzing it in an exploratory, novel way through social constructionism. Furthermore, research on women's participation in innovation activity and corporate entrepreneurship is largely absent (Alsos et al., 2013; Foss et al., 2013), which further necessitates an exploratory mode of knowledge production.

## 2.5 Research Design

Case study research, as the method used for this thesis, has the characteristics of developing, refining and/or refuting theory derived from in-depth insights of the empirical phenomenon at hand (Dubois & Gadde, 2002; Jack & Kholief, 2007). The method is appropriately applied when examining a contemporary, real-life phenomenon in a bounded system, and allows for intensive examination of both the empirical phenomenon and its context (Bell et al., 2016; Yin, 2008). The need for a case study method is further strengthened when the boundaries between contextual conditions and the phenomenon itself is not entirely clear-cut, and the context is considered to be of importance to the phenomenon (Yin, 2008). The exploratory nature of this study was particularly aimed at the ambiguity surrounding the nature and scope of the contextual influence on female intrapreneurs' involvement in the corporate innovation system. As such, a case study was deemed appropriate for knowledge production. Additionally, the fluid and historically contingent definition of CE and how it is organized (Kuratko, 2010) calls for studies that are bounded in the specific, contemporary contextual environment. In respect to the ontological stance, the same reasoning can be applied to the definition of gender and its implications. How gender is understood, developed and changed is historically and culturally contingent, and gendered practices are dynamic (Alvesson & Billing, 2009). This further strengthens the need for understanding the context and individual perceptions more in-depth, which is the logic behind choosing a case study as the research design, and qualitative, in-depth interviews as means for knowledge production.

## 2.6 Selection of case company

According to Yin (2008), there are multiple rationales for choosing a single case, which can be combined in order to argue the choice of a particular case. Accordingly, the underlying case study intersects with more than one rationale.



The case company in question is a large, global corporation operating in the information- and communication technology (ICT) industry. Generally, technology companies face the large issue of lack of gender diversity, which is especially evident in the ICT field (Botella et al., 2019). In the EU, only 17% of a 8 million workforce in ICT constitutes of women, partly attributed to gender-insensitive working conditions and gender stereotyping in the sector (European Commission, 2018). Historically, the industry has been numerically signified by male dominance, and team diversity is a key issue (Botella et al., 2019). Hence, it is acknowledged that women in information technology face both structural- and social barriers in their profession (Ahuja, 2002). Accordingly, the gender composition of the case organization reflected the reality of the overall industry, with a significant underrepresentation of women. As such, the environment was deemed male-dominant, which was necessary to address the research purpose.

Recently, the case company had launched a corporate incubator (CI) as a response to C-level executives' strategic desire to look for disciplined growth, through investments in new business areas beyond the core business by utilizing ideas formed by entrepreneurial- and innovative employees. As such, it signified the definition of CE as a strategy for innovation and corporate renewal. The CI provided a structured approach for enabling intrapreneurial employees, including women, to pursue their innovation ideas within the corporation, although employees' were expected to initiate and drive the projects autonomously with support from the CI. The case thus provides a *critical case* for uncovering the truths about theoretical propositions, being a gender perspective on CE. Namely, whether and how intrapreneurship and the innovative capabilities of women are affected by organizational conditions of a male-dominated field.

By practical means, the case also provides a representative case. The case provides knowledge about experiences from a company whose conditions are likely to be found in organizations across industries, due to isomorphic pressure when implementing similar CE initiatives (Basu, 2021), as highlighted prior in this thesis. This was also confirmed by the case company, as their processes were partially benchmarked from industry best-practices. In addition, the gender composition of the case company also reflected that of many technology- and engineering firms in general, further enhancing the representativeness of the case.

## 2.7 Research process

In order to successfully conduct a case study, the researcher must, according to Yin (2008), have a thorough idea of the issues at hand, regardless if the researcher is conducting an exploratory study. As such, an initial investigation of women's entrepreneurship literature, corporate entrepreneurship and intersecting gender- and organization studies, provided the researcher with a thorough understanding of the theoretical concepts available to explain female participation in innovation- and intrapreneurial processes. Such understanding enables the researcher to gain information focus in the data gathering, although simultaneously, stresses the need for unbiased reasoning derived from preconceived notions or from theory (Yin, 2008). Here, the practice of reflexivity became especially relevant to mitigate any concerns in this regard, which is further elaborated below (*Reflexivity and the Researcher's role 4.14.5*). In order to ensure transparency and give justice to the collected data, extensive presentation with elaborate reasoning is presented in the empirical findings.

In an exploratory manner, the initial research phase was driven by a genuine curiosity of how the organization could mitigate some of the barriers experienced by women engaging in entrepreneurial processes otherwise experienced in external venture creation. Simultaneously, in a more critical manner, organizational embeddedness was expected to also reproduce organizational power structures skewed male. By presenting this duality of perspectives, the researcher would like to emphasize on an openness towards the direction of the research. In this manner, the empirical data drove the exploration and subsequent theorizing, critical for abductive reasoning (Stebbins, 2001; Dubois & Gadde 2002).

Influenced by insights from contemporary, feminist entrepreneurship researchers (see e.g. Ahl, 2006), the research was initially intended to solely focus on the narratives provided by the female intrapreneurs. However, as the research progressed, a parallel process of launching the CI with associated tensions emerged, which provided additional, important empirical data which enriched the accounts provided by the intrapreneurs. As such, the research evolved into a single case study with the intrapreneurs representing units of analyses as part of an embedded context, being the organizational field.

During this process, themes started forming, involving, for instance, a redefinition of organizational culture, job roles, the concept of innovation, on the one hand, and on the other, the narratives told by the female intrapreneurs, who were somewhat recipients of a newly emerged organizational logic. In parallel, when reading about gender and power in organizations, the researcher came across Bourdieu's Theory of Practice in entrepreneurship

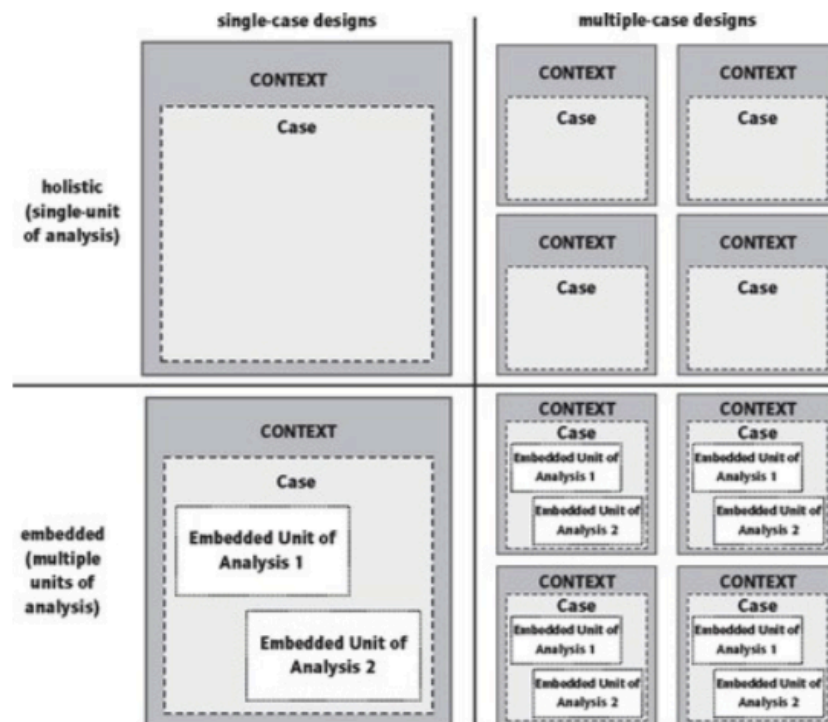
research. The framework provided a structured approach to analyze the generated findings, whilst acknowledging the relational- and multilayered aspects of contextual conditions and individual action. With this, the stories of the female intrapreneurs were given justice, whilst the framework also provided an opportunity for in-depth analyses of influential meso- and macro level structural- and normative mechanisms.

## 2.8 Abductive approach

As outlined in the section prior, the research method was abductive, which is typical for conducting a qualitative case study (Dubois & Gadde, 2002). An abductive approach combines inductive and deductive elements by theorizing from the empirical findings, although theoretical preconceptions are present (Alvesson & Skoldberg, 2000). By iteratively going back and forth between the empirical data and theory, the researcher is able to enhance the understanding of both. In this aspect, the abductive approach provides an openness towards new discoveries for theory development (Dubois & Gadde, 2002), which was necessary given the exploratory research purpose.

## 2.9 Research scope

A crucial aspect of defining the case study involves defining the unit of analysis. As presented by Yin (2008) and visualized in the figure below, case studies may be categorized depending on the relationship between the context, the case and whether the case involves one or more units of analysis as part of the case. Due to the complexity of the analysis of the underlying study, there is a need to further elaborate this methodological aspect.



*Fig 1: Basic types of design for case studies adopted by Yin (2008).*

The research design entails an embedded single-case study design, meaning attention is given to subunits, in this case, the female intrapreneurs, of the case in a unified context, being the organization. The separation of subunits allowed for a significant opportunity of extensive analysis, although the design becomes more complex. Accordingly, one disadvantage of the embedded design includes the potential failure of incorporating the larger unit of analysis, being the organizational context (Yin, 2008). However, considering the nature of the applied, multilayered Bourdieusian framework, which inherently covers the relationship between individual-, meso- and macro- levels through its concepts as describing practice, this pitfall was mitigated.

## 2.10 Data Collection

The empirical material was gathered through in-depth, unstructured- and semi-structured interviews with organizational members who were involved in the CI process, as well as female intrapreneurs. Questions resembled those of “guided conversations”, meaning they are fluid and less rigid, which is typical for case study research (Rubin & Rubin, 1995). Interviews are seen as one of the most important source for case study research (Yin, 2008), where in-depth such entail including informants’ own insights. Thereby, they are useful to generate

propositions for further investigation. The informants can also make additional informant suggestions (Yin, 2008), which was considered necessary for the exploratory purpose, on the one hand, and the scarcity of the desired informant profiles, on the other.

In total, twenty-four individuals were interviewed from the CI, equally divided between female intrapreneurs and managerial- or operational employees. Female intrapreneurs were characterized as employees who had been, or currently were, driving innovation projects through intrapreneurship either as a lead, in a team or on their own. The interviews varied in length, but generally lasted for one hour. Additionally, some informants were contacted for second follow-up interviews. The interviewed female intrapreneurs varied in seniority and leadership experience, both formally in the organization and career wise. The majority of them had engineering backgrounds, including software development and computer science, telecommunication, industrial engineering, mathematics and machinery. Two of the intrapreneurs worked in marketing roles, although both had entered the organization from industries characterized by male-dominance. As the organization is global, the women were spread across the world and they all varied in nationality, cultural belonging and domestic country. This variety of backgrounds was considered to enrich and strengthen the empirical findings.

Apart from the intrapreneurs, twelve interviews were conducted with employees directly involved in the selection and development of innovation projects across the three, geographically dispersed regional CI's, as well as managerial representatives responsible for the strategic development and internal communication of the CI. The interviewed employees included both men and women, with various experience of being in the organization and across different regions and disciplines. To further understand the process in which the intrapreneurs go through with their project, data from internal communication about the CI was reviewed, along with evaluation criteria in connection to the different phases that the intrapreneurs had to complete prior to idea implementation. In sum, the aim of these interviews was to gather information about how the intrapreneurial process was facilitated in the CI, what ideas were brought forward, rewarded or penalized, and developed. Additionally, they provided insights into other meso- and macro-level contextual factors relevant to analyzing the corporate conditions. A summary of all interviewee subjects, the duration of interviews and positions are provided in Appendix A.

To make sure the participants were able to speak freely about their experiences, all informants were informed about the scope of the research and ensured anonymity. For this

reason, the information about each informant is restricted to what is provided in Appendix A, and no subsequently presented quotes will be directly attributed to any of the informants.

### 2.11 Selection of informants

The informant sampling was divided in two parts, representing the managerial and operational employees on the one hand, and the female intrapreneurs on the other. Generally, the sampling was done by a representative from the company based on criteria outlined in the above section (*Data collection*). As such, the sampling method was partially signified as convenience sampling (Bell et al., 2016). Due to the size of the organization, the geographical dispersity of the CI and restricted organizational access, the sampling of informants was highly dependent on the corporate contact person. In this matter, her organizational overview was deemed to mitigate concerns regarding bias in sampling. The contact provided the necessary diversity of perspectives, yet homogeneity in terms of their connection to, and experiences with, the CI, which was desired to achieve representativeness. Furthermore, she was supportive of the research mission, and coherent about any research needs.

Additionally, the informants gave suggestions and referrals to additional informants of interest, thus, snowball sampling was also used to gain access to otherwise “invisible” informants (Bell et al., 2016). Aligned with the arguments provided by Pettigrew & McNulty (1995), snowball sampling provided access to “elites” through other “elite members”. As such, this method, which is otherwise criticized as being a convenience sample, provided further access to key informants, including both intrapreneurs and management.

### 2.12 Interview process

All the interviews were conducted as a combination between a semi-structured- and an unstructured format. The structured portion was mainly related to “hygiene factors”, covering background information about the informant, their role in the innovation process, and how the incubation process was structured. For the remainder of the interview guide, general topics and research propositions guided the conversations, thus, implying an unstructured format. This method is preferable when the researcher aims at understanding the world view of their informants, as it mitigates presumptions and expectations whilst unveiling taken-for-granted perceptions of the informant (Bell et al., 2016), which was the researcher’s exploratory aim. As themes emerged throughout the interview process, the nature of the interviews became more

semi-structured. This is a natural consequence of increased focus, as more specific issues can be addressed (Bell et al., 2016).

Questions, as well as the nature of the interviews, varied between the two “informant segments”. To cover both the idea generation and idea implementation components of the intrapreneurship process, the initial study guide for key employee informants focused around the CI process, and *whose ideas are heard and subsequently brought forward*. As themes evolved around the implementation and development of the CI, new, associated topics were added, such as management support and control, organizational culture and structure, communication and representation<sup>2</sup>. This way of utilizing flexibility has been highlighted as a benefit of using the unstructured interviewing process (Bell et al., 2016), which also became evident in the underlying empirical study. Additionally, topics were tailored to the key informants’ roles in the innovation process, and their interpretation of the CI’s implementation, development and contextual influence.

For the female intrapreneurs, the interviews were formatted using a life history approach, with certain emphasis on experiences tied to the organization and the CI process. The method entails recalling events followed by reflection, thereby unveiling the relationship between the informant and their social context (Bell et al., 2016). This allowed to get an in-depth understanding about the individual and their life world, and more specifically, insights into the motivations and significance of the intrapreneurship experience, and why. It also provided important information, based on perceptions, about the field in question.

Knowing the topic of my thesis, very broadly defined as “closing the gender gap in innovation through intrapreneurship”, respondents naturally started talking around subjects of gender inclusivity and equality. These accounts generated valuable insights about the state of the industry, the company and the project in question. Simultaneously, the nature of these interviews varied greatly due to the largely unstructured format. Whilst some of the intrapreneurs spoke openly and widely about their experiences, with little intervention from the researcher, other informants needed more guidance. This indeed challenged the researcher’s role as an interviewer, and to be considerate about any value-infused probing questions. Due to this concern, the researcher revisited the audio recordings of these interviews, and excluded any material which was found to be “too” guiding.

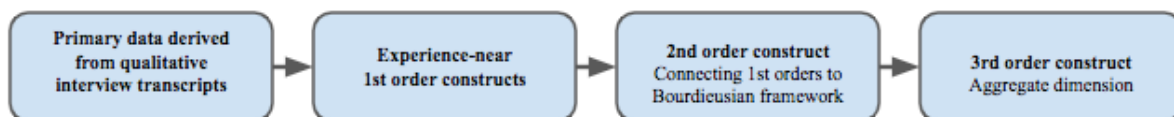
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<sup>2</sup> Note: this list of topics is not exhaustive.

## 2.13 Data Documentation

Whilst conducting the interviews, the researcher took notes which allowed for an instant addressing of any question marks and elaboration on interesting findings. After each interview, the researcher wrote down thoughts and broadly stated findings, which provided a basis for further discussion in subsequent interviews about emerging themes. Additionally, all interviews were recorded and manually transcribed in close proximity to the interviews. Although time consuming, the transcripts allowed for a necessary continuous revisiting of the data and provided the basis for the data analysis as elaborated below.

## 2.14 Data analysis



*Fig 2: An overview of the data analysis process.*

Once the analytical framework was selected, the data analysis process followed an abductive strategy, where first-level constructs were created based on everyday typifications derived from the accounts of the interviewed (Schütz, 1963). As complete transcripts of the interviews had been conducted, the researcher was able to continuously revisit the content, and organize them into thematic categories based on the nature of the typifications without its relation to the chosen analytical framework. Due to the topic of the thesis, narratives evolving around gender equality and equal opportunities were salient apart from the women's intrapreneurial engagements and corporate conditions. This process of thematic analysis, defined as categorizing qualitative data through emerging themes, is one of the most common approaches to qualitative data analysis (Bell et al., 2016).

Once all relevant data were believed to be saturated from the transcripts, the first-order constructs were translated into second-level such, meaning social scientific typifications (Schütz, 1963). For the study in question, this entailed organizing the accounts into the Bourdieusian concepts of field, habitus, capital and dispositions. This process of abduction proved to be especially challenging, as the same narrative or quote would oftentimes connect to multiple concepts, as well as the relationship between them. To cope with the complexity of



the data, a third-level construct was created to address relational- and recurrent insights as aggregate themes, which, in turn, became the basis of the empirical analysis of this thesis.

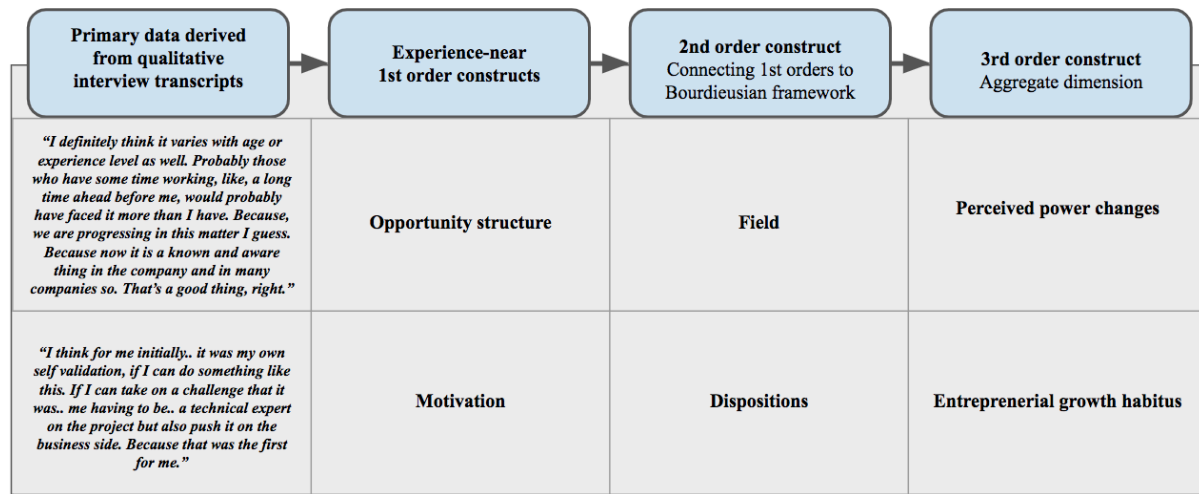


Fig 3: Examples of the data analysis.

## 2.15 Quality Considerations

### 2.15.1 Reliability & Validity in Qualitative Research

Reliability and validity as appropriate criterias to measure the quality of qualitative research is an ongoing discussion. Quality measurements of a case study approach is, according to Bell et al. (2016), largely dependent on the opinion of the researcher, and whether these measurements are appropriate evaluations of the study. According to Yin (2008), however, quality assurance in an exploratory case study design must consider three measures that need to receive significant attention; construct validity, internal validity, external validity and reliability. As such, these quality measures will be elaborated below, along with additional considerations in regard to the specific case study and their believed importance by the researcher.

#### 2.15.1.1 Validity

External validity, or generalizability, refers to what extent a case study can be applied beyond the research context specific to the study. This quality measure has been particularly up for debate regarding case studies (Bell et al., 2016). Case studies provide the researcher with the ability for intensive examination and theoretical connection with an output of theory generation and theory testing (Yin, 2008). As such, the most important aspect of case studies

is related to how well theory can be generated from the findings, and not how it can be generalizable in a wider sense (Mitchell, 1983). Therefore, the applicability of generalizing the findings from the underlying case study is contested. For single-case studies, analytical generalization as part of external validity becomes relevant, and requires the applicability of results to extant, broader theory (Yin, 2008). By relying on the well-established framework of Bourdieu to conceptualize the findings, one can argue that issues concerning external validity are mitigated.

Construct validity refers to the use of suitable operational measures in consideration to the studied concepts. Triangulation of evidence, when multiple sources corroborate the same fact, is considered to enhance the construct validity of case studies (Yin, 2008). For the underlying case study, data triangulation was considered in two aspects – from the heterogeneity of respondents, including the two informant segments, and the combined use of in-depth interviewing with organizational documents.

Contextual factors, including the CI process, were cross-checked through multiple perspectives of the organizational members. These perspective included both employees and managers in the CI process, as well as the intrapreneurs themselves. For data collection, documents played an important role for preparation, and finding potentially contradictory or corroboratory information (Yin, 2008). Accordingly, organizational records, including promotional material of the CI function, extracts from the idea generation platform, project presentations, and the like, provided additional sources of understanding and validating personal experiences in regard to the context. It should be noted, however, that the accessibility of other organizational documents, for instance, project evaluation sheets, budgets, e-mail conversations, structure charts, and similar, which may have enriched the empirical argumentation further, were limited due to the researcher's "outsider" position. In the case of the intrapreneurs, although part of the same organization, they were all working in disperse geographical locations, with different levels of experiences, age, organizational positions and functions. The aim of the study was to capture all these perspectives. As such, confirming sources of evidence became multiple individual experiences, rather than using other sources of data.

#### 2.15.1.2 Reliability

External reliability refers to the extent to which a subsequent replicate of the underlying case study would generate the same results. This requires thorough documentation of the

research process and procedures (Yin, 2008), which has been the aim of this methodology section.

Case studies are oftentimes criticized for involving an element of subjectivity (Yin, 2008). Simultaneously, there is also a point to be made about consciously value-laden research, which is a stance taken by some feminist researchers (Bell et al., 2016), who emphasizes the need for conscious partiality in research which can only be achieved if the researcher partially identifies with the informant (Mies, 1993). This is a stance somewhat shared by the methodological approach of this thesis, although with continuous reflection as elaborated in the section below (*Reflexivity and the Researcher's role 4.14.5*). This section further ensures the reader transparency in any concerns regarding bias or subjectivity.

### 2.15.2 Accessibility of empirical sources

On the topic of triangulation, one might question the exclusion of ethnographic elements in the qualitative data gathering as part of this study, and rightfully so. Ethnography by observing the “doing of gender”, how gender is accomplished through social interactions between individuals (West & Zimmermann, 1987), has increased in popularity in organizational studies (Alsos et al., 2013). It particularly suits the epistemological stance of social constructivism, and when viewing innovation and gender from a process perspective (Pecis, 2016). In addition, ethnography has been positioned as an effective method to discover the habitus of organizational actors (Emirbayer & Johnson, 2008). Here, three arguments can be put forth. Firstly, the geographical dispersion of the organizational members inhibited the possibility of witnessing the daily work of the informants. Secondly, the organization under scrutiny has, as echoed in the interviews, operated in a virtual setting in many instances since its inception. This analysis is thus limited to the historical accounts from lived experiences of the interviewees, organizational documentation providing the structuring of the innovation process, and verbal descriptions of the organizational context. Lastly, the interview process was necessary to access the informants’ reconstruction of events, referred to as retrospective interviewing (Pettigrew, 1985), covering the implementation of the CI, the intrapreneurs’ experiences in it and in the field. Such accounts of recalling past experiences would not have been achieved through observations.

### 2.15.3 Reflexivity and the Researcher's role

With the ontological stance taken for this thesis, the applicability of quality criteria as employed in natural science, or by quantitative researchers, may be questioned. Here, Yardley (2000) emphasizes reflexivity as a quality measure of transparency and coherence. In the world of constructionism, this entails a need for deconstructive reflexivity, meaning the researcher is aware of, and questions, her taken-for-granted beliefs. Furthermore, the researcher must accept that the study produces one perspective of the social world, whilst there will be multiple such of the very same research. Similarly, epistemic reflexivity addresses the importance of reflection concerning the researcher-subject relationship, although knowledge can be produced through research subject engagement (Bell et al., 2016). This very notion is stressed by Bourdieu (2003) himself, acknowledging that researchers must engage in systematic reflection to unveil her habitus and dispositions, and how they affect the knowledge produced. Accordingly, I hereby make the reader aware of my role as a student, woman, and as having formerly been a part of the field in question, as influential in my perception of organizational activity- and life. Additionally, by combining reflective instances with direct quotations from the research informants as provided in this thesis' findings, a further strengthening of the transparency of interpretations is achieved.

### 2.16 Additional Considerations

It is noteworthy to address the political stance taken when conducting gender research (Alvesson & Billing, 2009). When understanding and making sense of meanings, not isolated to gender but in social sciences in general, one has to either question or reproduce existing ideas and institutions (Alvesson & Sköldbberg, 2000). In this matter, one could argue that studying solely female intrapreneurs implies a political stance towards an implicit "inequality bias", or victimization of women, when conducting this research. I would like to mitigate any such concerns by stating two measures. Firstly, the research emphasized on studying female intrapreneurs as a traditionally and contextually underrepresented group in the ICT industry. As the research was conducted abductively, findings of the women's position in the innovation system, being the CI, were generated with an open mind towards both positively and negatively influenced structures and processes, as previously highlighted. Secondly, these two stances were also important to highlight as part of the findings in this paper. In summary, a nuanced

picture of the innovation process and its actors were analyzed from a gender perspective, although with the sincerest intention to provide a holistic and actual, indeed subjectively lived, event.

### 3. Analytical Framework – Bourdieu’s Theory of Practice

In order to analyze the research purpose, this thesis will apply Bourdieu’s **Theory of practice** as an analytical framework. The framework is based on the concepts of *field*, *habitus* and *capitals* (Bourdieu, 1977), from which the complexity of social reality is explained through the relationship and interdependence between human agency and structure. These concepts are central to understanding the social world as non-deterministic, but instead, as a relational interplay between structural forces and agency (Özbilgin & Tatli, 2005). Accordingly, in this thesis, the concepts will be used to understand the actions of employees, the intrapreneurs, as embedded in their contextual conditions. In this way, Bourdieu’s framework has increasingly been applied in practice-based research to understand entrepreneurship (Sklaveniti & Steyaert, 2020; e.g. Vincent & Pagan, 2019; Anderson et al., 2010; De Clercq & Voronov, 2009; Karatas-Özkan, 2011) and in management- and organizational studies (MOS) (Sieweke, 2014; e.g. Özbilgin & Tatli, 2005;2011; Tatli & Özbilgin, 2009; Elliot & Stead, 2018).

For the underlying research purpose, the framework offers a number of benefits. By overcoming the dichotomy of structure and agency as explanatory for individual action (Bourdieu, 1977), the framework inherently accommodates for a thorough analysis of individual behavior and choices, being intrapreneurial behavior, within the normative- and structural frames of the organization. In this aspect, the framework is also multileveled and relational, suitable for articulating the complexity of the empirical data.

This section will begin by introducing the three concepts, followed by its application in organizational research, and finally, how it will be applied in the underlying study.

#### *Fields*

Fields are social spaces where people interact, which operate semi-autonomously by its own internal rules and regularities (Wacquant & Bourdieu, 1992). They are oftentimes likened to a game where agents try to better their position within the structured space (Greenfell, 2014) by increasing and/or maintaining their influence and legitimacy (Bourdieu, 1987). In parallel, fields are governed by individual interests and “investment in the game” (Bourdieu, 1992). By partaking in the game, being the field, one also recognizes the game, the stakes and efforts made to play it, thus, acknowledging the social importance of it (Bourdieu, 1998).

Agents, and groups of agents, are positioned within the social field. Although positions are in flux, the field constitutes ‘a set of objective power relations which impose themselves on all who enter the field and which are irreducible to the intentions of the individual agents or

even to the direct interactions among agents' (Bourdieu, 1985). Each field an agent enters thus entails a logic and power-structure which the agent adheres to.

### *Habitus*

Habitus is defined as “a system of dispositions, that is of manners of being, seeing, acting and thinking, or a system of long-lasting (rather than permanent) schemes or schemata or structures of perception, conception and action” (Bourdieu, 2005, p.43). These schemas thus construct the individual's perception, appreciation (taste) and action, which subsequently shapes his practice (Bourdieu, 1986). Whatever opportunities, or positions, in a field that is considered attainable and acceptable are thereby objectively determined by habitus. In conjunction with a specific field, it realizes an underlying logic which shapes current and future practice (Maton, 2008). As such, habitus is a formative structure that is also transferred across fields, and contributes to the set of rules from which we derive our decision making and acts of agency (Bourdieu, 1990). The notion of habitus thus explains an individual's perceptions and actions as formed by previous experiences and background (Bourdieu, 1977), which forms how we act and enter a field. In this sense, reproduction of power relations, such as inequalities, are explained by habitus (Bourdieu, 1985).

### *Capital*

Bourdieu's (1986) framework presents three forms of capital; *economic*, *social*, and *cultural*. Economic capital is perhaps the form of capital most typically associated with power, as it refers to the possession of assets and property rights which are immediately and directly convertible into money.

Social capital includes social connections, or network ties, that provide agents in a group with access to collectively owned capital. Thus, the amount of social capital obtained by an individual is dually contingent upon the size of the network and the possessed capital – economic, cultural and symbolic. Accordingly, social capital is never completely independent (Bourdieu, 1986). Lastly, cultural capital differs from social capital both in forms and its mode of functioning (Emirbayer & Johnson, 2008). It exists in three different states; *embodied*, *objectified*, and *institutionalized*. In the *embodied* state, cultural capital takes the form of “long-lasting dispositions of the mind and body” (Bourdieu, 1986). In this sense, the *embodied* form of capital assumes to reproduce the social world from which it originated (Emirbayer & Johnson, 2008). Cultural capital becomes *objectified* in the form of cultural products, such as books, art and machines. Institutionalized cultural capital, including academic titles and

educational qualifications, is a form of objectification (Bourdieu, 1986). In later years, cultural capital has come to be interpreted as including social competencies and cultural adaptiveness towards, for instance, institutional contexts (Lareau & Weininger, 2003).

Depending on the form and volume of capital that are at an individual's disposal, individuals are positioned within a field. To better their power position, they perform strategies to reconfigure their volume of capital (Wacquant & Bourdieu, 1992). There are three field strategies to change one's power position within a field hierarchy; *conservation*, *succession* and *subversion*. An individual who obtains a position of dominance in the hierarchy, will use conservation strategies in order to maintain their dominance. This entails preserving the prevailing distribution and evaluation of forms of capital that constitute the hierarchical principles. Succession strategies are employed by less dominant individuals in the field to better their position, whilst subversion strategies entail the altering of the system of authority for dominated individuals to their benefit. For individuals in dominated or subordinated groups, agents can thus use either succession- or subversion strategies to better their position (Bourdieu, 1993). Simultaneously, the logic of the field, embodied in the habitus, governs what capital and strategies are available to individual agents (Wacquant & Bourdieu, 1992).

In this manner, different forms of capital are used both 'as weapons and as stakes' for individuals to advance or maintain their power position within the field (Bourdieu & Wacquant, 1992). In this "power game" of strategies, *symbolic capital* is significantly positioned as both a stake and a weapon, which is capital associated with positive recognition, esteem and/or honor. Symbolic capital and thus authority tends to be associated with the persistent, historically honored establishments within the field, instead of that of newcomers or challengers (Emirbayer & Johnson, 2008).

### 3.2 A Relational Theory

The relationality of Bourdieu's concepts allows for a perspective which views and frames social phenomena, such as intrapreneurial engagement, as consisting of dynamic, complex and evolving relationships, whilst acknowledging its bounded context (Kyriakidou & Özbilgin, 2006). Capital, as a source of power and influence, only exists in relation to its field and habitus. Habitus, in turn, relates to the field in question as it shapes an individual's perceptions, understandings and ways of being from the individual's past and present, its social position and context. Thus, a form of capital that has been gained in a previous or different



field, can also be found valuable in the new field. However, its relative value is contingent upon the existing definition of symbolic capital in the field (Wacquant & Bourdieu, 1992).

Although embedded in a structural system, human agency allows individuals to change their settings, circumstances and their position therein, being the habitus and field. Such mechanisms which reinforce social structures are thus also explained through the reproduction of repetitive enactment by agents, embodied in their interactions and everyday actions and behavior (Wacquant & Bourdieu, 1992). Practice is thus neither the sole product of existing structures, on the one hand, nor completely attributed to individual pursuits. Instead, it is governed by a relationship between the durable and intersecting principles of the habitus, with individual cognition and action (Wacquant, 2004). Through the Bourdeusian framework, social and institutional change can thus be understood from actions of individual agents (Tatli et al., 2015).

### 3.3 Organizations-as-fields

In MOS, organizations can be conceptualized as a field in isolation, with existing power relations between agents. Such analysis has the ability of unearthing “invisible” mechanisms which governs these power relations in addition to formal organizational structures. As such, the Bourdieusian concepts provide a valuable framework for equality research (Özbilgin & Tatli, 2005).

The habitus explains the durability of the principles of judgement and practice, which is formed early in the life experiences of individuals, economic and cultural conditions, and capital access in prior fields, which influences action as a guide of practice upon organizational entry. In this aspect, the habitus links the macro-structural setting with individual action. Organizations thus consist of various habitus, embedded in each and every individual, where structure judgement and practices are formed as a result of these individuals’ actions (Emirbayer & Johnson, 2008).

In organizations, the employees are owners of capital. The value of the capital is governed by the habitus and social field of the organization and thus determines employees’ positions (Özbilgin & Tatli, 2005). In turn, organizational members use their possessed capital to enforce their position-takings on other individuals. Along with the collectively shared- and individual past experiences, being the habitus, an employee of the organization perceives position-takings as possible and desirable. A certain position-taking is also interpreted and classified by the organizational members, a process which is oftentimes unconscious. The

organization thus provides a space of possibles, as well as impossibles. In this way, organizational life entails a cultural structure which restricts the space of achievements (Emirbayer & Johnson, 2008).

The organization-as-field, as well as an organizational field, and how it is organized is related to its history and relations within its context (Emirbayer & Johnson, 2008). An analysis of the field thus requires a consideration of external influences which are historically embedded. As such, structures found in traditionally male-dominated industry- and organization are likely to influence the habitus of the organization and position-takings, thus choices, therein. Here, both engineering- and technology as social fields have been positioned as associated with masculinity (Faulkner, 2000) with a habitus, in turn, strongly defined by masculinity (Faulkner, 2007; Kvande, 1999).

### 3.4 Synthesis

The application of Bourdieu's theory in the organizational setting has received increasing scholarly attention, but is yet to reach its full potential (Robinson et al., 2021). This is especially highlighted in equality research (Özbilgin & Tatli, 2005). Such application acknowledges the organization as its own institutional body, with its own rules, culture, power relations and structures, as influential of individual strategies, dispositions and position-takings. Similarly, women's entrepreneurship research has demonstrated, with the use of Bourdieu, the relational interplay between individual perceptions and social- and cultural institutions related to gender as explanatory of the lack of female entrepreneurs (Elam, 2008). A similar endeavor is taken by this thesis, where the habitus and field of the organization offer the structural- and normative backdrop of intrapreneurial behavior, which in turn, affects employees' choices and behaviors, inclination to engage in intrapreneurship, motivations and aspirations, conceptualized as dispositions and capital.

The forthcoming empirical analysis will be grounded in the Bourdeusian framework as outlined in this chapter, and summarized in the table below.

<b>Informant category</b>	<b>Level of analysis</b>	<b>Analytical Items</b>	<b>Bourdieuian Conceptualization</b>
Intrapreneur	Micro	Intrapreneurial inclination Motivations Choices Aspirations	Dispositions Capital
Intrapreneurs Employees/Management	Meso	Culture Organizational logic	Habitus
Intrapreneurs Employees/Management	Meso/Macro	Organizational structure Normative frames	Field

*Fig 4: Table outlining the level of analysis conducted on the empirical findings.*

## 4. Empirical Findings & Analysis

The findings of this thesis are based on accounts from the narratives told by the female intrapreneurs. In addition, to contribute to our understanding of the field and habitus of the organization, empirical data from the managerial- and operational employees of the CI is included. To properly analyze the organization using Bourdieu's framework, all three concepts must be incorporated (Swartz, 2008). Accordingly, the accounts were then applied to the analytical frame; the Bourdieusian concepts of field, habitus and capitals, which were also the base for the thematic analysis and presentation of findings below.

This section is distributed as follows; firstly, a brief background of the case in question is presented. Thereafter, an outline is presented of the *Field*, as this is the first step of defining the object of study (Emirbayer & Johnson, 2008). Due to the scope of the thesis, which emphasizes on women's experiences in a male-dominant organization, the focus is on the aspects of the field in which gender is made relevant. Secondly, two additional themes from the empirical data are presented in connection to *habitus* (*Habitus & dispositions towards intrapreneurship*) and *capitals* (*Capital - Investments in the game*).

### 4.2 Background of the case

#### 4.2.1 The Company

As previously noted, the study takes place at a global ICT company, with a workforce representative of the high numerical male-dominance prevailing in the industry. The company was also occupationally segregated, with female employees concentrated in what was described as "female-typical" professional roles, including accounting, HR and marketing. The company had a long history of driving innovation and technological developments in the ICT field, and innovation was emphasized as being "at the core of the company".

#### 4.2.2 Corporate Incubation – the Embodiment of Corporate Entrepreneurship Strategy

In 2018, the company launched a CI as part of their CE strategy. The managerial intent was to find a structured, formal approach for employees' innovative ideas to be heard, with a clear pathway towards idea implementation. Here, the CI was differentiated in the sense that it focused primarily on new business and commerciality as a starting point for innovation in favor of a patent or other technological advancement. Since the latter was typically the source of innovation in the company, this new type of innovation was a difficult departure to

communicate towards the organizational members due to a deeply ingrained engineering culture. Thus, habitus in regard to what innovation was and who engages in innovation, typically male employees, was deemed strong, but was challenged by the CI. Furthermore, the CI's structural separation allowed all organizational units to participate in forming the innovation strategy, making these processes accessible to all employees.

The incubation process was structured in what could be likened to two, subsequent stages, equivalent to idea generation- and implementation. For the former, ideas were generated through a digital platform, accessible to all employees. Or, ideas were formed during training programs, where employees learnt the basics of design thinking- and lean methodologies to ideate and refine their ideas. Once ready, employees would pitch the ideas to management. At this stage, the innovation project was meant to be conducted as an “extra-curricular” activity, thus, in addition to the employees’ assigned roles. For management, this worked as a filtering mechanism for those truly dedicated and passionate about their idea.

Once an idea was accepted into the CI, the incubation process was divided into three phases, between which the intrapreneur must pass a gate by pitching to organizational members for further funding of their project. At the final stage, C-level executives were involved to determine which innovation projects were implemented into, or launched outside, the organization. The further the project went into the program, the higher the investment and thus scrutiny from management. Implementation would eventually, depending on the nature of the business idea and its alignment with the core business, result in a spin-off, a new, stand-alone business unit, or as an additional offering in current business areas. The aim of the CI was to implement one idea per year, although the CI, during the time of the study, housed forty projects. Apart from the intrapreneurs and management, a large part of the CI included their extended network of “ambassadors”, who took on a volunteering, advising role for the intrapreneurial community. Several of the women as part of this study entered into intrapreneurship via this ambassador network.

#### 4.2.3 Increasing women’s representation

Cognitive diversity was considered important for the success of innovation in the CI, and several efforts had been implemented to consciously increase women’s participation in the innovation process. Inevitably, a part of raising the representation of female employees entailed ensuring the CI was present in, and appealed to, all the various department which had not been formally involved in innovation in the past. As a response, the CI altered their

communication around intrapreneurship by displaying a diversity of innovators and innovation projects. Additionally, they had made efforts to raise awareness of female founders, and give preference to female employees. Despite so, women were still largely absent amongst the forty projects currently represented in the CI, as highlighted in the following account made by a regional CI employee;

*“Most projects are run by male, most innovators are male, or men, we do have female innovators, and we kind of invite a certain amount of the female members to join’ ... ‘And we have several successful cases where the women became the leader of the team instead of men, and they are playing more important roles in the team and even sometimes becoming.. they over perform in comparison to their male colleagues. But in large amount, I think it’s.. right now we have 15 projects from early stage to later stage. I think none of them have a female leader, but most of them have a female member in their team.”*

The female intrapreneurs as part of this study, whom we shall turn to next, were thus few of many intrapreneurs in the CI. Whilst some of them were currently running successful projects in the CI, others had their projects closed down prior to the empirical study, or, they were in the process of being accepted into the CI.

### 4.3 Field - Experiences of Women in a Male-dominant Organization

#### 4.3.1 Perceived power changes

The notion of a disproportionate representation was echoed by the experiences of the female informants, of whom the majority were SET professionals. Although the numerical dominance of men within the field, being the organization, were clear, how this was sustained or changed in regard to behaviors and attitudes were yet to be explored.

When reflecting upon their underrepresentation, multiple informants emphasized how “used they were” to being the only women in their field, throughout their university years, and in their daily work<sup>3</sup>. The informants told stories about discursive practices related to

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<sup>3</sup> Apart from informants stemming from engineering disciplines, two of the intrapreneurs came from marketing disciplines which they themselves described as more “female”. Despite this, they had both spent their careers in industries which they described as male dominant, for instance the automotive- and mining industry.

stereotyping that had occurred prior to organizational entrance, which was oftentimes related to cultural expectations of women. These experiences of gendering, conceptualized as habitus, are expected to cut across fields and shape the way actors enter and act in the field (Bourdieu, 1977). Despite this, many of the informants considered the lack of women's representation not being an issue. More so in the specific organization, in which the work culture was described as "very good", "tolerant", "accepting" and "respectful", especially in comparison to prior experiences. One of the interviewed intrapreneurs, a long-standing employee of the company and now in a managerial role, expressed the following;

*... "I like to see all these diversity pushes but no – I never, ever felt anything. No extra support for being a woman, but no extra obstacle ever, no. Again – [the company] is a very nice and tolerant and respectful company, and they'd never allow any disrespect to anybody."*

Similarly as in the quotation above, Jorgenson (2002) found female engineers to display "resistance to being positioned as homogeneous members of a subordinated group" that requires special attention, whilst also denying gender to affect their career progression. Adjacent reasoning could be found amongst two of the more junior informants, who were recent engineering graduates. Both emphasized the progression of women within their field, as exemplified in the following account;

*"...maybe women in numbers are slightly less than men but they are growing hugely, fastly. And... nowadays they are also taking up managerial positions and, even positions as VP and.. So I would say that we are probably being given equal opportunities..."*

The accounts showed evidence of the informant being well-disposed towards career progression due to the perceived power changes in the field. Accordingly, nor did they generally perceive gender differences in the opportunity structure. As such, their numerical subordination in the field did not seem to affect the perceived attainability of position-takings.

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One of the informants specifically, highlighted how it had "toughened her up", although similar intersecting field experiences as described by the women in SET were not salient.

Simultaneously, “gender neutrality”, or “gender blindness”, as considered to be the prevailing logic amongst engineering professionals have previously been highlighted (Eisenhart & Finkel, 1998), which is attributed to a widespread belief that gender equality has been achieved (Heiskanen & Rantalaiho, 1997). In this instance, progressing views of the roles of women in the workplace and domestically further contributed to the belief that gender parity will be solved. One of the informants in this case study, who had chosen to leave her profession to care for her children earlier in her career, echoed this particular societal movement of equal childcare as a driver for equality for the next generation of employees. As such, her own experience was a thing of the past. Generally, there seemed to be a perception of heightened work-family conflict as the sole source of differential opportunities, thus gender inequality, amongst many informants. One of the intrapreneurs in her early twenties emphasized her own position;

*“I would say that I have never been given a project or so because I am a woman, like, no special treatment. But, I have never been taken away from anything just because of this reason as well. I think I am probably in the age where it doesn’t really matter, but I have heard women who are going through pregnancy or some other problem, saying that they have been shown some.. dry treatment or not the courtesy that they were expecting. But I would say that I am not the right person, or I am not in the right stage to answer that.”*

It is important to note that heightened childcare responsibilities also intersected with cultural expectations. Here, one of the women talked about the inability of women in her culture to balance family life with a career, due to strong, cultural expectations of mothers setting their careers aside. As a response, she had decided not to have a family since she did not want to constrain herself. Such habitus, acquired prior to organizational entrance, spills over and affects choices and perceived opportunities within the field (Bourdieu, 1990). Whilst the structural issues of family responsibilities pertaining to women’s career advancement are no news, it is an important mediator for career choices (Evetts, 2000) to highlight in the contextual field.

#### 4.3.2 Visibility

Due to their underrepresentation in the field, the topic of heightened visibility became salient in the intrapreneurs’ accounts, although they displayed differential coping strategies. Two of the women explicitly stated that they had to work harder in order to achieve their



positions in comparison to their male counterparts. Such performance pressure as a consequence of structural misrepresentation, thus increased visibility, has been documented in connection to token theory (Kanter, 1977). However, the numerical absence of women in the field was also contrasted in a more positive light;

*“In a way you’re more visible as a woman. And if you’re.. willing to be visible, I think it could be a help”*

Heightened visibility entailed becoming more memorable and significant in comparison to male colleagues, which was deemed positive in the large organization. In accordance with Kanter’s studies (1977), heightened visibility leads to performance pressures in some instances, but also theoretically opposing findings were evident in the empirical material. Whilst reducing ones’ exposure is a documented coping effect of increased visibility, one intrapreneur emphasized the opposite;

*“I always had this shock factor and I used it to my advantage, you know, when I’m in the field people realized that I am the field engineer responsible and that everyone on site answers to me - they were shocked. And I used this shock to move the things forward constantly.”*

In opposition to masculinizing her behavior in order to conform to the majority group, the respondent used femininity, as a form of embodied cultural capital (McNay, 1999), to her advantage. Aspects of gender capital were also evident in connection to equal opportunity. Several of the women acknowledged that the company’s efforts to increase women’s representation had positively impacted their career progression;

*“I have to say that thanks to how [the company] is handling things these days’ ... ‘I have found myself in places where I have never been invited before”*

These examples of gender capital, as becoming an embodied cultural capital, have previously been highlighted in management research (Huppertz, 2009), where the categorization of belonging to a minority group enhances one’s power. In the field, it proved to enhance the perceived opportunity structure.

#### 4.3.3 Gendered practices in the field

Despite a general consensus amongst the informants that employees were provided with equal opportunity and a good environment for female organizational members, the informants highlighted instances of gendered practices present in their daily work, more specifically, in meeting rooms. Meeting rooms are examples of social space where reoccurring action leads to social construction, and pre-done gendered assumptions govern and constrain how individuals should think and behave (Andersson et al., 2012). As such, they are relevant spaces of interaction which may inhibit position-takings, where the process of “doing gender” (West & Zimmermann, 1987) is apparent;

*“Of course, where most people start off depends on their personality. But I am more.. I listen a lot first, and then I am not so confident with my technical advice in meetings. So I just like, don’t push for it so much. At least when I started off as a junior as well, and I felt like it was a lot I had to learn. But eventually, I started realizing that even when you do build up the confidence, and you do build up the technical expertise, your word might be disregarded. Just because you don’t have a very strong way of putting it across. And, I find it easier to.. put a woman’s idea down than men’s. And that’s just, the reality that I have seen at least.”*

The informant further experienced a need to firmly put her accounts across;

*“Even though that’s not your style.. It gets questioned a bit more, if you’re a woman, your competencies are questioned a bit more, that is my point. Compared to when it’s coming from.. (author’s note: a male colleague). Even if they’re young, old, experienced, less experienced it doesn’t really matter so much.”*

The account signified a notion of women being under larger scrutiny than their male colleagues, thus, gendered assumptions about capabilities and how one should act. As such, the account implies that technological expertise, as a form of cultural capital within the field, is gendered in some contexts.

Another informant highlighted differences in behavior between her male- and female colleagues in connection to meetings;

*“I am not sure if it is a general kind of problem or just my personal problem.. That I am trying, you know, a nice spot when to squeeze in and ask a question. Uhm.. yeah, but I can*

*definitely see from my experience when I join in the meetings, when I am not the only lady, ladies are a bit more quiet and do not ask that many questions' ... 'so I am trying to work on that. Sometimes, honestly speaking, I am a bit motivated, or inspired, how they can easily interact. Maybe it's just because, I mean.. I cannot one hundred percent say that it's related to gender or colleagues of mine. Sometimes I am just inspired by the way they (author's note: male colleagues) can present information confidently. "*

Apart from underlining a notable pattern of visibly gendered dispositions, thus, recurring action shaping social construction of gender, this account also signified male behavior as the norm and as something desirable. Considering position-takings are constant, inclusive of behaviors and interactions in daily work, the accounts highlight indications of subordination (Emirbayer & Johnson, 2008). As such, the construct of gendered social identities in the field seemed to limit the position-takings, and thus opportunities, of female employees.

#### 4.4 Habitus - Dispositions towards intrapreneurship

##### 4.4.1 Individual dispositions as determinants for engagement

In the organization, the collectively shared habitus and individual dispositions guide employees to consider, and act upon, available opportunities, including intrapreneurship. The female intrapreneurs were differently disposed towards engaging in intrapreneurship, due to differential motivations and their formal position in the organization. Their backgrounds, being discipline, age, formal hierarchical level, leadership- and entrepreneurial experience, as well as their innovation experience, differed across the intrapreneurs, which in turn, influenced their motivations and nature of involvement. Here, the CI offered various position-takings – from team leaders to supportive- and advisory roles, which were inscribed with different meanings. For the more junior employees, the strength of the CI seemed to be its “non-invasiveness” of trial, risk-taking and community, which lowered the attainment of the opportunity. Similarly, several of the interviewed intrapreneurs entered the CI through the ambassador network, which was described as a “*a harmless way of entering the community*”. In this aspect, the dispositions towards intrapreneurship aligned with the collectively shared organizational habitus of how one should act and think according to one's possessed capital, including experience, age and power.

Intrapreneurship as a vehicle for either entrepreneurial- or career growth was highly salient in the empirical material as intrapreneurial motivations and aspirations, thus, dispositions. Entrepreneurial growth motivations largely resembled those found prior amongst entrepreneurial women, including desires of achievement (Babb & Babb, 1992), independence, creativity and self-realization (OECD, 1998). Here, career growth motivations entailed engaging in intrapreneurship as a strategy for accumulating the symbolic capital of the organization, which will be discussed in the *Capital* theme below. Although capital accumulation was also important for entrepreneurial growth motivations, this was not tied to the specific field or habitus in question. As such, it seemed to lower the attainability of the position-taking.

Whilst there was a strong affiliation between technology and innovation capabilities, as part of the organizational habitus and evident in the empirical material, the commercial purpose of the CI made intrapreneurship and thus innovation accessible for employees across disciplines. This became especially relevant from a gender perspective, considering the occupational segregation of the company. Although the CI indeed attracted intrapreneurs across organizational units, intrapreneurs from non-technical fields were underrepresented. This habitus proved to be rigid, and technical expertise as an intrapreneurial characteristic was also emphasized by CI- employees as important for progression;

*“The personality is key, more so, I mean the idea has to be decent enough that it’s going to succeed, but the personality is a thing that really makes it happen. And it has something to do with technical, plus communication skills plus uhm.. you know, a little bit of bravado to just bash through some of the barriers that are ever present in some of the processes inside a large bureaucracy and to ignore certain people - and just make it happen.”*

Apart from the importance of technical knowledge, the “successful” intrapreneur also had to effectively deal with organizational inertia, as previously highlighted in CE research (Floyd & Wooldridge, 1999). Additionally, leadership characteristics, including communication- and social skills, were highlighted as important intrapreneurial traits in order to convince senior management. The resemblance of the intrapreneur as an organizational ‘A player’ has previously been made (Engzell, 2021), which the empirical material supported and indicated to be gendered. In this aspect, one intrapreneur highlighted;

*"I'm not the kind that wants to take the center stage, I just... Recently I haven't been comfortable with it for one reason or another. Maybe because I find that it's very high risk as well, I don't know really' ... 'I've felt my shy, my calmness and humility, really, I think it was interpreted as, yeah.. We can't really see what value add this person can bring into the project, you know' ... 'a softer approach, and a more humble approach works much better in your immediate team. That's for sure. But when you are trying to market your stuff, you need to show confidence"*

For this informant, who was one of the more senior intrapreneurs, leadership characteristics as part of intrapreneurship proved to be nuanced by gender. As a leader in the innovation project, she emphasized her attempts to masculinize her behavior, but without successful outcome. This notion aligns with prior research, indicating that social expectations, such as gender stereotypes, that are incongruent with displayed leadership behavior are translated into perceived ineffective leadership (Lord & Maher, 1993). Incompatibility between the feminine role and the leadership role leads to women being less favorably evaluated than men, and women who masculinize their leadership style are also negatively assessed (Heilman 2001; Johnson et al., 2008). In essence, this strong habitus of leadership stereotypes intersects with the organization-as-field and seemed to lead to an enhanced difficulty for women to succeed as an intrapreneurial leader.

Although the CI's offering of multiple roles increased intrapreneurial inclination amongst the informants, it also proved to reinforce the occupational segregation experienced in the field. Similarly as women worked in supportive functions throughout the organization, they generally took on a supporting role in the CI;

*"Most projects are run by male, most innovators are male, or men, we do have female innovators, and we kind of invite a certain amount of the female members to join' ... 'Most females are playing supportive roles in their team instead of becoming a leader. I think there is some tradition or.. people kind of balance there. But I think the good thing, especially for younger generations, the women employees are becoming more active in submitting ideas.*

One of the intrapreneurs' experiences echoed the perception found amongst the management team;

*"A lot of what I focus on is the operational.. Which (laugh) sounds so boring when you say it like that, but what boxes we need to tick in order to proceed to the next stage. So, like, support the structure and prioritize what needs to get done in order to proceed. So if you look at [project CEO] who is the founder, he is the one bringing this.. fiery passion. He is an amazing salesperson, and driving force in order to move forward.. and to convince customers and partners"*

This persistent organizational socialization process proved another strong habitus, being the gendered dispositions of women to take on a supportive- rather than a leadership role, ultimately shaping the nature of their involvement.

#### 4.4.2 Changing dispositions towards intrapreneurship

After engaging with the CI, several of the informants displayed changing dispositions towards intrapreneurship and the role of the innovator. The habitus of the organizational field had notably shaped the way one perceived how innovation was done, therefore, by whom, within the organization;

*"I always wanted to believe that innovation doesn't always have to be in R&D. Because I've seen that. I've seen so many non-technical people grow businesses, and in a lot of different areas. So I always kind of thought about it, I believed in it, but now I saw it in examples within the [incubator] process. I saw it.. more for the first time within the organization. Because previously it was more from my personal experience of having friends who are not from the technical dry-ground, also who start amazing businesses, or get some great ideas and work on them. I guess I didn't see that so much within [the company] until I joined this project."*

For this informant, dispositions towards intrapreneurship relating to who innovates in the organization were initially consistent with the organizational habitus. Upon exposure to the CI, these dispositions changed, thereby, including a larger set of employees. Although this does not directly address gender differences, the occupational segregation of the workforce meant that such dispositions would indirectly work in favor of increasing female representation amongst the CI's innovators.

Similarly, the following account indicated a changed view of the intrapreneurship concept;

*“It’s been a little bit like.. entrepreneurship is a type of person who seeks out entrepreneurship and to start a business. And.. to some extent I’ve confirmed that. That there is definitely that type of personality that I don’t resonate with’ ... ‘A person who is 100% focused on their idea and to grow it. Where work is a passion who you spend 120% of your time and your free time on... Every person you meet is a networking opportunity where you can grow your business’ ... ‘I feel like that’s not me. And then entrepreneurship maybe isn’t my thing. But then now, during these years at [the company] with intrapreneurship, I’ve seen a different side of it. Of what it means to be entrepreneurial or intrapreneurial.”*

Her inclination towards engaging in entrepreneurship and intrapreneurship, perceived as interrelated concepts, had thus changed once experiencing the various roles involved in the process of corporate venture formation.

Another informant also challenged the organizational ideals of intrapreneurship through her experiences as a team going through the process;

*“I realized how it is important to have a team...Because, before, I thought that doing this innovation project is, I don’t know, a one man show. But no.. I believe it’s impossible to do a one man show with innovation.”*

These two latter accounts seemingly offered a more attractive intrapreneurship role than that of the organizational ‘A player’, as previously emphasized. The women’s inability to resonate with such roles suggests a discrepancy between the organizational habitus, portrayed as the ideal intrapreneur, and their own dispositions towards it. In this way, whilst the changing dispositions show promising potential of broadening the attainability of the intrapreneurship position, it also proved the counterproductive, prevailing habitus in the organization. Prior to exposure of the CI, this habitus guides and thus constrains employees in their choice whether to engage in intrapreneurship, as well as the nature of their engagement.

In other instances, the leadership aspect of intrapreneurship and being “in the limelight”, was what made the role attractive from a capital accumulation point of view. As shall also be addressed, accumulating leadership competencies as a form of cultural capital was oftentimes part of the motivations for engaging in the CI. The diverse accounts signifies the

complexity of individual dispositions towards intrapreneurship, which was also mediated by their possessed capital, thus, their field position.

#### 4.5 Capital - Investments in the game

Several forms of capital were discussed with the informants, as they were deemed important facilitators to move things forward in the organization and to achieve a higher, formal power position, thus, for career progression. The intrapreneurs were well-aware of the importance of certain capital in the organization, which influenced their engagement in the CI in mainly two ways – firstly, the decision to participate in the incubation program was oftentimes motivated by capital accumulation. Secondly, their possessed capital influenced the nature of their involvement.

##### 4.5.1 Symbolic capital in the ICT organization

Technical expertise was highlighted in several instances as an important form of cultural capital in the organization, which was also perceived in connection to the incubation process;

*... "privileges are different everywhere you are. In [the company], the privilege goes to the people who are capable of realizing things technically. It doesn't matter if you have a good idea and are capable to implement it in a technical fashion. So you see that the.. qualifying ideas that get second round, for example, are people who have research or engineering backgrounds. Not from the people from business."*

The persistence of a technical emphasis as defining innovation can be explained by the strong affiliation between the company and technology as the source of innovation. This strong habitus, emphasized as a deeply ingrained engineering culture, was evidently difficult to change. Furthermore, choices to engage in the CI would be motivated by nurturing this symbolic capital of technical- expertise and leadership;

*... "for an innovative company like [the company], I don't want to lose my.. my base in what I am good at. At least what I enjoy doing. Which in my case is the technical exploration and innovation. So whenever I am looking into a role I am always thinking whether this will help*



*me feed that' ... 'The second thing I always think about is the type of network it will help me with. Because you need that. That is one thing that I understood pretty early.'*

Intrapreneurship seemed to reinforce this symbolic capital, which may work disadvantageously for those with a non-technical background to perceive intrapreneurship as attainable nor desirable. For the intrapreneurs who were not from technical disciplines, however, the importance of technical expertise was not salient, nor related to their dispositions towards intrapreneurship. As such, limitations were not perceived, though motivations and aspirations were not deemed as strong as for these intrapreneurs. At the idea generation stage, this suggests the lack of non-technical intrapreneurs is not due to perceived attainability, but desirability of intrapreneurship.

#### 4.5.2 Social Capital Importance for Intrapreneurial Progression

The choice to engage in intrapreneurship was also influenced by network access, thus, social capital. Firstly, managerial approval was required to reach the implementation stage. Relationship-building was further considered to be important to navigate the large organization. One of the senior informants referred to it as “a likeability game”, where informal networks were deemed important. Due to the structuring of the CI, where the intrapreneurs are expected to work autonomously without formal structures or processes, they had to deal with organizational inertia. Thus, relying on social ties to find ways to push their work forward seemed to be amplified in the CI. This aspect of social network importance in CE has previously been highlighted (Floyd & Wooldridge, 1999), though one of the intrapreneurs emphasized a problematic aspect of moving fast in a large, process-oriented organization, where social networks create homogeneity amongst the individuals involved in the innovation projects;

*... "like I said, now we have money for nine months. There's no time to do a four month recruitment process where we open up for all kinds of people and make sure we have a thoroughly diversified pool and an applicant pool, and so on.. Then it is the fact that you turn to your network and then it becomes unfortunately... if a lot of men have worked at the company for a long time who gets their idea through, then they know other men from their time in the company"*

Similarly as highlighted by the intraprenur, informal networks have been documented to consist mainly of men in the corporation (Ragins & Cotton, 1991), where using social networks for recruitment has been described as a source for the reinforcement of inequalities (Acker, 2006).

In organizations, formal power positions exist due to their structural arrangement, where official posts are inherently associated with capital possession (Emirbayer & Johnson, 2008). The capital possessed by an employee with a more senior, formal position thus becomes a form of embodied cultural capital;

*“My colleague from research basically got the Head of Research involved in the project. Involved in the sense that he got super interested, he asked if we could do a presentation for him. And that’s how we raise the awareness. And that’s how in the future we’re trying to get additional resources to the project.”*

Social capital was thereby a way of getting legitimization of the project in the early stage. In this sense, social capital was transferred into symbolic capital through affiliation with an individual employee who had a higher position both in the formal- and informal hierarchy, which can be argued to reinforce the organizational symbolic capital and current structures.

#### 4.5.3 Intrapreneurship as a succession strategy

Several of the intrapreneurs in engineering fields highlighted their career paths as either pursuing a technical expert- or a managerial path. The respective paths influenced the choices they made, and so the capital they decided to accumulate. When discussing their choices to engage in the CI, this aspect of capital accumulation for career progression was also salient, as portrayed in the following account;

*“It was my own self validation, if I can do something like this. If I can take on a challenge that it was.. me having to be.. a technical expert on the project but also push it on the business side. Because that was the first for me. To start thinking about business cases and value propositions for both sides. And I thought it would be a great learning experience for me...”*

Knowledge accumulation as a form of cultural capital was the most salient motivation for the more junior intrapreneurs, which naturally comes with their position in the organizational hierarchy;

*“I found it a great opportunity to learn, because I didn’t know about the marketing and business parts. So I went for it to learn. Whatever the project is, the learning is the same, if it didn’t work in this project it will work in another project. So that is what motivated me about being a part of this program, to learn more about the business, the marketing, the segment, how should I think about this and think about my customers, and to do the studies for the business and the marketing.”*

As a subordinated group, women are more likely to adopt succession strategies to achieve a higher position within the hierarchy (Bourdieu & Wacquant, 1992). The women were well-aware of the necessary competencies required for career- and entrepreneurial progression, where the incubator offered a space to facilitate such learning. As such, intrapreneurship became a succession strategy for the junior informants. For the more senior intrapreneurs, the novelty and rapid evolvement of the unit made the choice to pursue intrapreneurship a tactical one, thus, also displaying strategic intentions;

*...”and then also tactical. Tactical career wise. So.. my experience, at least this career path that I can do in this emerging business-part has gone quicker than it probably would have done if I would have gone to a more established part of [the company]”*

Although the CI offered a space for facilitating capital accumulation and rapid career progression, intrapreneurship as its own entity also inherently included an element of embodied cultural capital;

*“I capitalized on the publicity that this gave me. I made it to be my own personal brand. And this is.. I think.. this is a win”*

Another account provided a similar reasoning;

*“In an easier way, I build my internal network within [the company] in this role. It builds my internal brand. Almost regardless if.. of course I want this to succeed and make a really good*

*product out of it, but if it doesn't, I've really strengthened my internal CV for the next internal step"*

Social capital accumulation thus strengthened their position within the field, but also contributed to mitigate risks of failure.

#### 4.5.4 Inherent subversion of innovator- and entrepreneurial characteristics

Subversion strategies are implemented by dominated actors, by redefining the system of authority through the means of capital. By redefining the relative value of different forms of capital, and changing the rules of the game, the actor can change their own position whilst paving the way for other dominated individuals (Bourdieu, 1993). Explicit accounts of subversion strategies were not salient in the empirical material, however, one of the junior intrapreneurs stated;

*"...it's a career choice for me also about the learning, about the adding value in the community. It's about being sometimes a role model for other girls to be like me, and to not make anyone tell them 'You are a girl, you can't do this, you are girly. You can't be in engineering or computer science"*

This informant acknowledged the altering of current power structures by acting as a role model to the subordinated group of whom she identified with. In this instance, the meaning, and thus relative value, of gender capital, as a form of embodied capital (McCall, 1992), can be argued to be produced. The female gender, which traditionally had not been associated with engineering or computer science, as stated by the informant, would thus include such associations through role modeling as an intrapreneur.

A similar reasoning can be applied to the following account, addressing the initial encounter with the CI;

*"...he looked at the idea that's the sense that I got, not my experience, not my age. Because those two are the most trickiest parts for me. I started getting a sense at some point, within [the company], only if I am in my 50's.. and if I am a woman who has been lasting that long within the company, only then will they take me seriously. So it was both gender, and age, which I felt sometimes played in my disadvantage."*

In this aspect, the CI is inherently a structure for subversion, and so inherently holds field-transformative potential. The sole focus on the idea seemed to generate new possible position-takings which had previously not been attainable for an employee who hadn't accumulated the necessary cultural capital, being experience, age and gender. However, the researcher reflects this change is only realized when the individual dispositions becomes institutionalized, as such, becomes a part of the organizational habitus.

## 5. Discussion

This study has explored the experiences of female intrapreneurs in the ICT field, a field which has historically been characterized by male dominance. With the support of Bourdieu's framework, this research has attempted to understand these women's engagement in a CI, by acknowledging the structural-, institutional- and normative frames existing in the field, habitus, and forms of capital at stake in the organization, as influential conditions of the choice and scope of intrapreneurial engagement. Broadly stated, the structures and normative factors at play in a male-dominant organization provide a macro-level perspective. Habitus, evident in corporate culture, what is collectively behaved and taken-for-granted in the organization, ultimately shaping choices and actions, captures the meso-level analysis. Lastly, individual dispositions and capitals unveil motivations, inclinations, aspirations and choices to engage in intrapreneurship, as part of the micro-level analysis. Assessing them altogether, they provide a dynamic, multilayered and relational framework of understanding the antecedents of CE from a gender perspective by analyzing both individual-level constructs, as well as corporate conditions where gender is made relevant.

The study positions the CI, intrapreneurship, and the organization in which it is embedded, as a social construct. This social constructivist perspective has been lacking in previous CE research, which is dominated by a positivist ontological stance. Accordingly, CE has primarily been analyzed as a vehicle for venture production and thus evaluated based on financial performance and innovative output. When reviewing CE literature, empirical studies intersecting with gender and intrapreneurship were scarce. Those existent, have primarily been focused on gender as a variable for performance and output, despite developments in both entrepreneurship- and organizational research which acknowledges the structural- and normative factors at play. Thus, this study has attempted to fill this knowledge gap of gender blindness in CE research.

Although the application on Bourdieu's framework has increased in organizational- and entrepreneurship analysis (Emirbayer & Johnson, 2008; Sieweke, 2014), it has not been applied to CE, nor intrapreneurship. This, despite its promising multilayered- and relational framework for addressing gender (in)equality in CE processes. With this in mind, this single-case study has used an exploratory approach to theory development through an extended application of Bourdieu's framework in organizational processes. As such, this thesis is, to this author's knowledge, the first to emphasize the need for gender sensitive CE research- and application,

which is particularly relevant for companies operating in a male-dominant field with an aim to reach gender parity vertically and horizontally.

Using Bourdieu's framework, the research has conceptualized the organization as a field, governed by implicit rules, culture and institutional logic. The field, in turn, provides an arena for position-takings, in which agents are placed depending on the type and volumes of capital possessed. Additionally, habitus, as a system of durable dispositions, determines what position-takings are deemed attainable and desirable (Bourdieu, 1977). To understand employees' choice to engage in intrapreneurship, we may thus conceptualize intrapreneurship as a form of position-taking.

The relational aspect of Bourdieu's concepts became evident during the analysis of the empirical material. Whilst the concepts of field, habitus and capitals may be separated, neither exist without the other, making the comprehensiveness of the empirical categorization a challenge. A summary and discussion of the most significant findings will therefore follow, with a close connection to the research purpose.

The field analysis focused on the organization as a masculine domain, and whether, if so how, it may affect the women's position-taking therein. Although the organization was highlighted as providing equal opportunity and a good working-environment for women, the research identified gendered practices in the field, which may inhibit dispositions towards certain position-takings for women in a male-dominant field.

As noted, although numerically subordinated, the women did generally not acknowledge their subordinated positions. This, despite several constraints imposed on them, mostly culturally related, prior to organizational entrance. Rather, in the "social space of possibles", the increasing amount of role models and beliefs of a field of equal opportunity worked advantageously, since previously unattainable position-takings were now deemed attainable. Their numerical underrepresentation also generated forms of gender capital, as a form of embodied cultural capital. In this instance, however, feminine capital has been emphasized to be restricted in value and forms of power. As such, it may be utilized temporarily (McCall, 1992; Skeggs, 1997), but its field-transformative potentials may be restricted.

The issue of work-family conflict remains as a prominent source of constraint for women within the field, which is especially highlighted as inhibiting career entry- and advancement in ICT (Ahuja, 2002). For the CI, the early stages of intrapreneurship entailed working outside ones' regular line of work, which was deemed as a filtering mechanism for those truly dedicated towards their idea. Here, the researcher reflects that such reasoning may

reinforce current organizational structures by inhibiting dispositions towards intrapreneurship amongst women in the field.

From the empirical material, the empirical material has pointed at a number of strong habitus, evident, for instance, by stereotypical gender roles, also pertaining to intrapreneurship and innovation, which may adversely affect women's participation and progression in the CE process. Such collective beliefs and expectations about what men and women should do in the organization are oftentimes influenced by beliefs outside of the organization, yet they inform employees about typical behavior attributed to gender (Alvesson & Billing, 2009). Pre-done gendered assumptions, prior to organizational entry or during interactions in the organization-as-field, constrain both thought and action, which hinders new, innovative opportunities to develop in the organization (Andersson et al., 2009). As such, Bourdieu's framework, and habitus in particular, does thus not only apply to assess antecedents of intrapreneurial behavior, but also, antecedents of intrapreneurial outcomes being innovation. In the focal case company, collective beliefs about who innovates in the organization was strongly affiliated with technology, which structurally affected the participation of women. In turn, expectations were formed of the intrapreneur as someone who possesses the symbolic capital of an organizational leader. This resemblance of the intrapreneur, as an organizational 'A player', has previously been highlighted (Engzell, 2021), which was further amplified due to performance pressures of the CI; with one implementation a year, the "chosen" intrapreneur had to be able to convince top management. This, indeed, diverts the focus of the innovative potential of the idea, and rather, the intrapreneur's possession of organizational symbolic capital. Furthermore, such intrapreneurial ideals did not resonate with the majority of the female intrapreneurs. As such, affecting both the perceived attainability and desirability of the position amongst the intrapreneurs.

From the empirical material, the reader could witness technical expertise and leadership capabilities as symbolic capitals to be, in some instances, gendered, thereby also intrapreneurship. If not in possession of such symbolic capital, the intrapreneurs' progression seemed to be limited. Despite so, the female intrapreneurs were all well-disposed towards intrapreneurship, which can be explained by the various roles offered by the CI, which furthermore shaped aspirations and motivations.

Organizational habitus did not only shape intrapreneurial ideals, but also individual dispositions amongst the intrapreneurs. These were furthermore relational with different forms of capitals at play. Capitals played a major role in identifying motivations, intrapreneurial inclination- and progression, and aspirations amongst the women. It was also an important



source of legitimization for those employees who did not possess the necessary capital, nor position, to engage in intrapreneurship as defined by the habitus.

Motivations stemming from career- and entrepreneurial growth were salient, which also shaped the strategies for capital accumulation. The competitive nature of the field, being the organization, where employees strive to maximize power by accumulating the full measure of symbolic capital (Tatli et al., 2015), thus became evident in the CE context. Capital accumulation associated with career growth may be likened to “investments in the game”, which reinforces the field’s social importance (Bourdieu, 1990;1998). In contrast, entrepreneurial growth motivations crosses the organizational boundaries through a different habitus, where organizational power structures were not relevant to the same extent. This increased the gap between the organizational habitus and the position-taking of the individual, which enhances the field-transformative potential of intrapreneurship (Emirbayer & Johnson, 2008). This leap in act of agency was evident amongst junior employees, whose capital nor position conformed to ideals of the intrapreneurial leader, created by the organizational habitus. Instead, entrepreneurial learning motivated the informants’ choices.

## 5.2 Addressing the social production- and reinforcement of intrapreneurship

The ICT organization, like other technology organizations, are infused with gendered meanings, are numerically dominated by male, and, as also highlighted in this case, are occupationally segregated. Whilst normative frames, social structures and shared assumptions (conscious and unconscious) guide, and may deprive, individuals of action, forces of agency empower employees to change their positions. With the introduction of intrapreneurship, a new logic is introduced which both intersects, thus reinforces, and challenges gendered practices and meanings in many ways. In the focal case company, the CI redefined how the innovator and innovation was defined and evaluated. Furthermore, it crossed formal organizational structures to engage all units and levels, embraced a culture of multileveled diversity, where innovation was not tied to solely technological developments. Still, female intrapreneurs seemed to remain absent in the implementation stage, and organizational structures were thus reinforced. In this manner, the persistence of structural and institutional forces, in the Bourdeusian framework embodied within the field and habitus, for the females operating in a male-dominant field, seemed to be rigid. Here, one may question – to what extent does intrapreneurship possess field-transformative potential?

Individual actions are the source of organizational change and reproduction. Using Bourdieu's framework in organizational research, change may be understood from a consistent discrepancy between employees' habitus and their position within the organization as a social field (Emirbayer & Johnson, 2008). In the case of the CI, succession strategies and changing dispositions as found in the empirical material yield promising social production mechanisms for such endeavors. This study also addressed the CI as inherently accommodating for subversion strategies, for it redefines a prevailing logic, thus habitus, about the innovative leader. Here, the utilization of gender capital amongst intrapreneurs may pave the way for more durable dispositions, and thereby, become institutionalized in the organizational habitus.

Similarly, organizational inertia, as an opposing effect to change, may be theorized as "an effect of the interaction between habitus and position" (Emirbayer & Johnson, 2008). In the underlying study, this becomes relevant by the organization's experienced gender segregation, which also seemed to sustain in the CE process through stereotypical roles. Whilst male intrapreneurs tended to take on leading roles, women were more inclined to take on a supportive role in the innovation projects. This proves the rigidity of habitus and thus field, as acquired both prior- and upon organizational entrance, which also shapes individual dispositions towards intrapreneurship. In this sense, intrapreneurship entails a variety of position-takings, depending on the habitus present, which also shapes aspirations of intrapreneurial outcomes. This discussion also pertains to those of intrapreneurial ideals, as an employee who possesses the symbolic capital of the organization, which thus reinforces current social structures.

## 6. Concluding remarks

### 6.2 Addressing the research question

In this section, we shall come back to the research question initially addressed in this thesis.

*How does an organization's attempt to facilitate innovation through a corporate entrepreneurship strategy produce or reinforce prevailing social structures, thus, mitigate or contribute to female employees' engagement in intrapreneurship?*

With the application of Bourdieu's concepts of field, habitus and capitals, this thesis has enhanced our understanding of intrapreneurship and its macro-, meso- and micro-level antecedents amongst women operating in a male-dominant organization. A gendered perspective on corporate conditions has unveiled various normative-, institutional- and structural factors which reinforce the social order of the organization. Simultaneously, intrapreneurship has shown to yield promising field-transformative potential. With the empirical material and discussion presented above, the research question and purpose is considered to have been answered.

### 6.3 Theoretical contribution

By taking a gender perspective on CE, the primary theoretical contribution of this thesis has been to address the gender blindness that signifies prior CE research. Although the field has dedicated significant attention towards understanding the antecedents of intrapreneurial employees, by analyzing both corporate conditions as well as individual-level factors, no prior research has done so from a gender perspective. In this aspect, this thesis opens up for a new research stream, addressing the importance of gender sensitivity in corporate innovation processes.

Additionally, this thesis expands the application of Bourdieu's theoretical framework within management- and organizational studies, in which its application has increased in later years. By applying the framework to address persistent gender disparities in innovation processes, this indeed opens up for additional empirical studies as addressed in the section below (*Limitations and Future Research*).

## 6.4 Practical contribution

Although single case studies have previously been criticized for its lack of generalizability from the organizational context in question (Bell et al., 2016), this particular context of CE as an innovation strategy at a large, global technology company, is highly applicable to many of the organizations which are encountered in today's intersecting market conditions. Here, Basu (2021) has already pointed out the isomorphic pressures indicated from contemporary corporations which organize for intrapreneurship. As such, the practical insights are expected to be valuable beyond the focal study context.

As put forth in the beginning of this thesis, the underlying study aimed at contributing to a gender sensitive approach towards organizing CE efforts, thus, in a more gender inclusive manner. Due to the scarcity of women involved in engineering, technology and entrepreneurship, fields of which are all connected to innovation, the urgency of attracting and retaining women within these fields is a societal matter which has received widespread attention from both policymakers and corporations. Furthermore, this need is especially high in the ICT industry. As such, this thesis provides high empirical relevance from a societal perspective.

For the topic of this thesis, the practical recommendations entail those with the potential of challenging dominant power structures, whilst mitigating those reinforcing the current gender division. For the case company, the CI provided a formal way of capturing and facilitating employees' innovative capabilities through intrapreneurship. The structural separation and non-invasiveness of the CI contributed to facilitate for all employees in the idea generation stage, though structural and normative constraints emerged as the intrapreneurship role evolved. By applying the multi-leveled analysis conducted as part of this study, organizations have the ability to unveil such structures, and thus antecedents of intrapreneurship as addressed prior in the findings of this thesis, that affect the decision to engage, as well as the nature of involvement, in intrapreneurship amongst female employees. Here, women's innovation involvement in the male-dominant environment requires special attention in order to close the gender gap in these processes.

In essence, by acknowledging and addressing the aspects outlined in this thesis when forming one's own CE efforts, organizations come to a better understanding how and why, who may, and may not, engage in intrapreneurship, and thus, the innovation strategy of the firm. As such, gender sensitivity towards CE is proven and deemed required in order to enhance women's representation.

## 6.5 Limitations and Future Research

The contributions provided by this thesis should be viewed against its limitations. Firstly, the single case study approach entailed a sole inclusion of informants from one case company, furthermore, in one field. Although isomorphic pressures of conforming to best-practices when forming innovation processes, and similarities in field gender compositions, contribute to the generalizability of the findings, further research should be done across industries and by cross-examining multiple cases. Increasingly, the topic of innovation taking place in sectors where women have a larger presence, for instance in service innovation, is acknowledged (Danilda & Granat Thorslund, 2011). As such, exploratory examination of intrapreneurial behavior in such industries would likely provide novel and interesting insights.

It is important to note the limitations in terms of level of analysis conducted in the underlying study. This thesis has taken a gender perspective towards analyzing the implementation of a CE strategy in practice, and its conditional effect on women's progression as a minority group in a male dominant field. Apart from gender, other structural identities, such as race, class and sexuality, exist in society and thus organization. The need to study intersectionality, thus identifying different groups of women, has recently been addressed in entrepreneurship literature (Brush et al., 2020). Cross-cultural evaluations of individual behaviors toward intrapreneurship in engineering firms is one form this research may take, as it is a major research gap (Alam et al., 2020). Here, the multilayered and relational nature of Bourdieu's framework provide a promising foundation for conducting such analysis.

It is also noteworthy to address the sample of the study. The intrapreneurship perspective was only based on the accounts told by female intrapreneurs. A similar study could be conducted to include also male intrapreneurs, thereby pointing at differences, similarities and additional normative frames, which may unearth further insights. Primarily, about conditional antecedents of intrapreneurial behavior in regard to gender beyond treating it as an explanatory variable. Furthermore, although the sample included female intrapreneurs across the spectrum of 'intrapreneuring' – from idea generation, to implementation and idea 'failure' - the sample could have further been strengthened by including women of the organizational context who may have displayed intrapreneurial behavior where it is not facilitated through, for instance, a CI. The need for such a broadened view of intrapreneurship has already been emphasized (Weitzel & Rigtering, 2013), although the difficulty of identifying those individuals may make such an endeavor difficult.

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## Appendices

### Appendix A – Interview participants

Interviewee	Role	Perspective	Interview date	Duration (approx.)
1	Operational employee	Worked with the evaluation and selection of innovation projects.	2021/10/20	1 h
2	Operational employee	Worked with the coaching and selection of intrapreneurs.	2021/10/20	1 h
3	Operational employee	Worked with the coaching and selection of intrapreneurs.	2021/10/21	1 h
4	Management	Head of regional incubator.	2021/10/22	1 h
5	Intrapreneur	Started an innovation project but did not pass into incubation.	2021/10/22	1 h
6	Intrapreneur	Drove an innovation project together with other team members which had come to the latter stage of the incubation process.	2021/10/25	1 h
7	Operational employee	Worked with the evaluation and selection of innovation projects, as well as the network of ambassadors/advisors.	2021/10/25	1 h
8	Intrapreneur	Drove an innovation project together with the project's founder, which had come to the last stage of incubation and thus close to implementation.	2021/10/25 2021/11/03	1 h; 0,5 h
9	Operational employee/HR	HR professional who was a part of the extended network of ambassadors, thus involved in evaluating and coaching projects at the early stages. Also worked with promoting the program towards employees in career advisory sessions.	2021/10/21	1 h
10	Intrapreneur	Drove an innovation project along with a team of colleagues, which had passed the first stage of the incubation process.	2021/20/26 2021/11/03	1 h; 0,5 h
11	Intrapreneur	Intrapreneur who drove an innovation project which was moved from the incubator to the R&D equivalent to the incubator. She took over the project after the founder had left the company, and was now the lead intrapreneur.	2021/10/27 2021/11/08	1,5 h, 0,5 h
12	Operational employee	Worked with the coaching and selection of intrapreneurs (USA division).	2021/10/27	1 h
13	Intrapreneur	Intrapreneur who solely drove an innovation project. The project had passed the first investment stage but was subsequently put on hold due to time constraints and timing issues with the ongoing Covid-19 pandemic.	2021/10/28; 2021/11/03	1 h; 0,5 h
14	Intrapreneur	Lead of an innovation project which had made it to the first stage of incubation.	2021/10/29; 2021/11/08	1 h, 0,5 h
15	Intrapreneur	Intrapreneur who had joined the training program and drove a project together with another female intrapreneur. The project did not pass the first incubation stage and time constraints put the project on hold.	2021/11/02	1 h
16	Intrapreneur	Intrapreneur who joined the training program and drove a project together with two other team members. They never made the first-stage pitch, and put it on hold due to time-constraints	2021/11/03	1 h
17	Intrapreneur	Joined the training program and drove an innovation project together with two other intrapreneurs. Did not pass the first stage of incubation but remained active in the ambassador network and working on the project.	2021/11/08	1 h
18	Intrapreneur	Drove an innovation project together with colleagues as part of their regular line of work, but in a novel field. The project had passed the first stage of incubation and were going to pitch for additional funding within the next few months.	2021/11/08	1 h

19	Management	Interim Head over entire incubation organization, and was part of initially setting up the structure and strategy.	2021/11/09	1 h
20	Management	Head of communication/marketing of the incubator organization, thus responsible for promotional efforts and how the incubator communicated their offering towards employees, about innovation and intrapreneurship.	2021/11/10	1 h
21	Management	Head of regional incubator and part of setting up the initial- and developed structure and strategy formation of the incubation process.	2021/11/12	1 h
22	Operational employee	Head of communication for one of the regional incubators (China), thus responsible for attracting intrapreneurs across the region by means of communication and promotion.	2021/11/15	1 h
23	Operational employee	Head of communication for one of the regional incubators (USA), thus responsible for attracting and retaining intrapreneurs across the region by means of communication and promotion.	2021/11/15	1 h
24	Intrapreneur	Intrapreneur who had joined the training program and drove a project together with another female intrapreneur (Interviewee #15). The project did not pass the first incubation stage and time constraints put the project on hold.	2021/11/18	1 h

## Appendix B – Initial Interview Questions (Employees and Management)

### Intro

Tell me about yourself, your role and what you do.

How long have you worked for the company?

What is your role in the CI?

### The CI process

How does your process look to become an intrapreneur (to be accepted/apply)? Is the process the same for everyone?

What do you look for in intrapreneurs?

- What and how do you evaluate intrapreneurs and ideas?
- How do you select projects? Who gets selected and by whom.
- What are the rewards?

Who are the individuals in the CI? Who is an intrapreneur?

How do you attract intrapreneurs?

When you talk about intrapreneurs, how do you communicate?

When you talk about innovation, how do you communicate?

What role does the CI play in the organization? How would you say that you enable innovation in the organization?

What projects are in the CI, and what are you looking for?

What is a successful project? How do you measure it?

What is a failed project? Common causes?

What happens after a project is completed (despite the outcome)?

Why do you think individuals want to become intrapreneurs/join the CI?

Do you experience any obstacles “from above” in driving/supporting projects?

Do you feel like the intrapreneurs experience any specific fall-outs?

How does your process look to become an intrapreneur (to be accepted/apply)? Is the process the same for everyone?

What do you look for in intrapreneurs?

- Evaluation.
- Selection.
- Rewards.

### Women's engagement

How does the gender composition look in the (regional) CI? Does it reflect the overall composition in the organization – why/why not?

What does the women's engagement in the CI look like?

Have you taken any measures to increase the amount of women in the CI?

### Outro

Is there anything you would like to add?